

City of Torrance, California

Budget *Proposed Revisions* 2014-2015 *Second Year*



James R. Armstrong Theatre



City Hall



Katy Geissert Civic Center Library

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Honorable Mayor and Members
of the City Council
City Hall
Torrance, California

Members of the Council:

The City Manager respectfully transmits his proposed budget amendments for the 2014-15 fiscal year, the 2nd year of the 2013-15 Two-Year Operating Budget, originally adopted in June 2013. The 2013-14 fiscal year budget was the first budget since 2007 which built upon a stable base. It was also the first one, in quite a while, that has allowed for true future financial management of the City's resources and opportunities.

Many of the proposed actions contained within the budget continue to be forward looking, addressing our debt and our infrastructure, as well as our operations. Actions taken by this Council and prior Councils have allowed the City to effectively manage and balance budgets, especially during difficult times, over the past several years. The proposed budget remains balanced, requires no reductions, and continues to address long-term strategies. The proposal before you is a reflection of City policies and goals and is consistent with the City's Strategic Plan. As with all budget proposals by the City Manager, this document now becomes the City Council's and may be revised and amended as directed by your Honorable Body.

Since the adoption of the 2009-10 fiscal year budget five years ago, the City has made difficult but necessary adjustments to maintain a balanced budget. As the City faced immediate budget shortfalls through these intervening years, the City Council was prudent to avoid short-term solutions that did not address the City's long-term needs. Since 2008-09, the City has reduced its work force by over 60 positions (full-time equivalents), yet has avoided employee pay reductions, furloughs and lay-offs. It took prudent budget reductions which minimized service impacts, preserved core safety services and restructured, in many ways, how the City conducted business.

There were a series of internal reorganizations implemented for efficiency and improved service delivery. These internal reorganizations included using career professionals in forensics, fire prevention and the management of hazardous materials, and the implementation of team policing to improve service to the community while reducing overtime costs.

There have been several departmental reorganizations throughout the past several years. Some of the major changes include the following:

- **Airport Operations** – The addition of 1.0 Lead Airport Worker to assist with providing shift coverage and daily operational support. This position will provide front line guidance in the field in case of aircraft incidents, pilot concerns, or everyday airfield issues.
- **Community Services Department** - The reorganization of the Cultural and Recreation Services Divisions reassigned a Senior Recreation Supervisor position and the Farmers Market Program to the Cultural Services Division. An additional reassignment of the Madrona Marsh Program to the Park Services Division also occurred. The final

reallocation of the vacant Program Coordinator position to a full-time Aquatics Program Coordinator position resulted in the deletion of the part-time Pool Manager position. These changes will provide balance, efficiency, and growth of our popular community programs.

- **Human Resources** – Since 2012, Human Resources (HR) transitioned from a Department to a Division within the City Manager's Office. As a result of the reorganization, the departmental structure was modified to develop two major HR Divisions; HR Operations and Department Support. The goal was to develop a cross-trained staff to support the comprehensive issues across the organization. The Risk Management Division of HR was moved to the Finance Department. Staff continues to further explore reorganizational opportunities, including expanding the scope of the Civil Service Division to focus on marketing and recruitment of City staff, as well as focusing on community engagement through volunteerism, and long-term employee development in anticipation of the future staffing needs for expanding program services.
- **Water Operations** – In anticipation of future operational demands for Torrance Water, new higher level water certification requirements were implemented for the Water Operations Superintendent and Water Services Supervisors. All senior level positions now require a Grade 5 level Water Distribution certification. As a result of the new certification requirements, the Water Operations Superintendent has assumed responsibility for the City's water operations and is now designated the Chief Operations Officer. In addition, the Water Service Supervisors who possess a Grade 5 level certification can act as Chief Operator in the absence of the Water Operations Superintendent.
- **Fire Prevention Division** - The Fire Department has been exploring developing a career ladder for positions within the Fire Prevention Division (non-sworn positions). This has been accomplished by expanding the scope of the Fire Prevention Division, modifying job classifications, and adding responsibilities for the Certified Unified Program Agency (CUPA) to the Fire and Senior Fire Prevention Officer positions. These changes allowed for the Hazardous Materials Analyst and the Hazardous Materials Specialist positions to be reallocated to fund an additional Fire Prevention Specialist to handle National Pollutant Discharge Elimination System (NPDES) inspections, as well as created an additional Senior Fire Prevention Specialist. This will provide greater position coverage and allow more flexibility to respond to the changing regulatory environment in the field of hazardous inspections, fire prevention and business inspections.
- **Public Works Inspector/Capital Projects** - With the passage of Measure R in 2008 – the half-cent sales tax increase dedicated to transportation projects and improvements – 2.0 Public Works Inspectors/Capital Projects positions were created to assist with an increased projected workload. In the past, the Public Works Department utilized the services of private contractors to assist with inspection duties on an as needed basis. However, with the number of long-term projects on the horizon, the Public Works Director determined that the City would benefit by designating full-time professional inspectors to focus solely on Public Works capital projects.

Pending reorganizations

- **Library Reorganization** – In order to better meet the needs of patrons of the library, the department is exploring different options for staffing the City's six (6) public libraries. The options being explored will attempt to modernize and create new job classifications to deal with current technology and will emphasize "library" related functions over general office or clerical duties, especially since libraries are automating and moving to highly complex systems and databases. The Library requires staffing flexibility in order to provide targeted service levels during peak hours, such as after school. Management is engaged in the meet-and-confer process with the affected labor bargaining groups.
- **Transit Department** - The Department has developed an ambitious, yet achievable plan for improving service and promoting system growth. With the technological advancements in vehicle dispatching and computer-aided dispatch, the Transit Department is recommending the transition of current Transit Dispatchers to Dispatch Coordinators. The main change to the classification specification will be an expanded focus that will include bus operator oversight and supervision, as it directly impacts dispatching. Another major change is the creation of 3.0 Transit Mechanic positions in the maintenance division that will increase support services for the addition of two (2) expansion services and twelve (12) new buses. The City's goal is to meet the growing expansion demands of the Torrance Transit system's fleet, while providing employees in the Transit Department (i.e. Equipment Attendants) career mobility and a future promotional path to the Transit Mechanic position.
- **Clerical Series Study** – The current work environment requires clerical workers to adapt to today's technological advances, such as computer systems, online platforms, and electronic communication. The use of technology improves efficiency and allows workers to focus on decision making, planning and coordination, all in the efforts to improve customer service and service delivery. These skills will pave the way for this pool of employees to prepare for future career growth opportunities across the City. The City's clerical series consists of Typist Clerk I, Typist Clerk II, Senior Typist Clerk, and Secretary. Over the years, the classifications of Typist Clerk I and Senior Typist Clerk were eliminated due to attrition, and these classes became obsolete as functions were broadened. Basically two main job classes remain; Typist Clerk II and Secretary, which were last revised in the early 1990s. The objective of the study is to update the job titles, knowledge, and skills to reflect the current job market. As the nature of the work has changed over time, the traditional transactional functions have been replaced with technology.
- **Water Apprenticeship Program** – The Public Works Department is in the process of developing a Water Apprenticeship Program. The new positions in this class will include a formal training program designed to prepare participants for the entry-level Water Technician I position. In addition to having classroom instruction, employees will assist Water Technician II and Water Technician III in the construction, installation, maintenance, repair, and operation of water mains, valves, chambers, fire hydrants and water services in the City's distribution system.

The City has been making a concerted effort to conserve energy. To date, the completed projects are generating an estimated \$260,000 of energy savings. These projects include: LED (light-emitting diode) lighting for the City Hall parking lot; street security lighting replacements; HVAC replacements; irrigation control upgrades; phase 1 of lighting retrofits and upgrades; low

flow plumbing fixtures and solar heating for the City Plunge. Phase 2 of lighting retrofits and upgrades, is expected to begin in 60 days and generate an estimated \$40,000 in utility savings once completed.

This budget continues to increase the number of sworn police officers and adds an additional police officer in January 2015. This is the 5th sworn position added since 2011.

The budget also includes compensation increases for City employees. For most of the City's rank and file, this is the first wage package since 2009.

On March 26, 2014, the City of Torrance proudly celebrated the Grand Opening of the Toyota Sports Complex, a state of the art 6.2 acre sports facility that features synthetic turf and energy efficient sports lighting for year-round playability. The Toyota Sports Complex is a gated facility that will be staffed during all permitted usage times. The facility will be booked for long-term user groups, camps, clinics, and tournaments, with the overall goal of serving both youth and adults in Torrance. In addition, this facility will host both regional and national events that will help the City achieve its economic development goals and serve as a destination location to aid travel and tourism in Torrance. Operating costs for the sports complex are projected to be fully offset by user fees, grants and donations.

Additionally, the City implemented several key policy changes to mitigate the cost of employee pensions. These major fiscal changes were made through negotiations with the City's employee groups several years prior to the State implementing the 2013 Public Pension Reform Act (PEPRA). Anticipated rate increases from PERS recent "actuarial" changes have also been addressed in this budget and throughout the five-year forecast and beyond. The following major pension reforms have been implemented since 2010:

- FY 2010-11: The City negotiated to require new employees to pay the Employer Paid Member Contribution (EPMC), which is 9% for Fire and Police safety employees and 7% for Miscellaneous employees. This change has saved the City \$1.3M to date and is projected to save \$760,000 annually.
- FY 2013-14: The State implemented pension reform by approving the 2013 Public Pension Reform Act (PEPRA). Per PEPRA, all new employees hired after January 1, 2013 are covered under new retirement benefit formulas and are responsible for half of the "normal cost" of the pension benefit. The new retirement benefit formula for Fire and Police safety is 2.7% at age 57; for miscellaneous employees it is 2% at age 62. These changes will reduce the City's pension costs as current employees retire and new employees are hired with the new reduced benefit formula. Fire safety employees hired since the implementation of PEPRA will contribute 12.5%, Police safety employees will contribute 15%, and Miscellaneous employees will contribute 6.75%.
- FY 2013-14: The City negotiated with Fire and Police safety employees to reduce the Industrial Disability Allowance from 90% to 50% for all safety employees hired after January 1, 2014. Reduction in the Industrial Disability Allowance will reduce the City's and employee's share of normal pension costs for new hires, from 12.5% to 11.25% for Fire and from 15.0% to 12.75% for Police.

Strategic Plan Action Funding Plan Update

Concurrent with the adoption of the Fiscal Year 2013-14 Operating Budget, City Council approved \$135,000 for the update of the City's 10-year Strategic Plan. This consisted of an update to the Community Profile/Environmental Scan and public opinion surveys of both the residential and business communities. The presentation of these opinion surveys will be before Council on May 20, 2014.

One component of the Strategic Plan is Action Plan Funding. The Action Plan has been funded through December 2013. Based on a review of the aforementioned opinion surveys, it is recommended that funding for the 2014 Action Plan be adopted as a component of the Fiscal Year 2014-15 Budget. The surveys reflect a very positive opinion of Torrance; however, there is growing concern regarding/over the maintenance of local streets and sidewalks. Therefore, funding to address these concerns, in the amount of \$1,000,000 one-time and \$450,000 on-going, has been identified in this budget, for consideration by Council for the 2014 Strategic Plan's Action Plan that will be presented to Council in June. The additional funding comes from the annual repayment of a \$6.55M loan by the General Fund to the Water Enterprise Fund and the additional permit fees generated from the revitalization of the Del Amo Fashion Center.

Discussion Papers

The budget includes three (3) discussion papers. The first paper is a request by staff to implement a one-year pilot program for a new pricing structure at the Cultural Arts Center that is based on "peak" and "non-peak" hours. The rates charged for "peak" hours would remain the same and the "non-peak" rates would be discounted by approximately 15% in hopes of increasing activity in the "non-peak" times. The "non-peak" hours would be Sundays, 2pm – 10pm and Monday through Thursday 10am – 10pm. The second paper deals with the City's Vanpool program and the upcoming cost increases to the program. The third paper is a request by the Torrance Cultural Arts Foundation for additional funding. Should the Council decide to provide the additional funding for these issues, the City Manager has identified a possible funding source for the 2014-15 fiscal year. However, funding past 6/30/15 would need to be addressed in next year's budget process.

General Fund Revenues

As mentioned in the 2013-14 Mid-Year Budget Review Report, the Gross Domestic Product (GDP) for the United States for the calendar year 2013 increased by 1.9%. The 4th quarter GDP (Oct. – Dec.) increased at an annual rate of 2.6% over the 3rd quarter. The economy continues to expand and as this growth continues, revenue streams to the City improve. The budgetary outlook for the City is somewhat optimistic.

There are many economic indicators that are positive: growth in retail sales, increases in hotel room bookings and upward movement in the average daily rates, all-time highs in the stock markets, increases in home prices as well as a reduction in inventory, and improvements in employment. However, climate issues in the eastern United States as well as world events (Ukraine, South and North Korea, China, debt concerns, etc.) continue to hamper economic growth. With a few exceptions, General Fund revenues for the City are reflecting a modest but steady growth.

	Budget 2014-15 in 000's	%
Sales Tax	\$ 47,793	27.1
Property Tax	45,228	25.6
Utility Users' Tax	32,641	18.5
	<u>\$125,662</u>	<u>71.2</u>
Total General Fund	\$176,338	

Just over seventy one percent (71.2%) of General Fund revenues are derived from three revenue sources: Sales Tax (\$47.8 M), Property Tax (\$45.2 M) and Utility Users' Tax (\$32.6 M).

Sales Tax – This is the largest revenue source of the General Fund. It represents approximately 27% of General Fund revenues and has grown almost 10% over last year. Two-thirds of the economy is driven by consumer spending and is typically boosted by the creation of wealth (jobs, housing, stock market), which are all on the upswing. Torrance continues to be the 4th largest producer of sales tax in the County, where the City of Los Angeles, the County of Los Angeles and Long Beach are 1, 2 and 3, respectively.

Top 10 Sales Tax Producers by Economic Segment			
	Y.E. 12/31/13	Y.E. 12/31/12	Y.E. 12/31/11
Auto Sales - New	\$ 7,609,932	\$ 7,100,896	\$ 5,915,378
Department Stores	4,533,647	4,357,850	4,386,387
Restaurants	3,968,321	3,802,196	3,587,017
Miscellaneous Retail	3,072,944	3,084,330	2,997,925
Service Stations	2,311,067	2,567,937	2,476,402
Apparel Stores	2,178,120	2,224,162	2,155,930
Leasing	2,095,987	1,821,088	1,726,111
Furniture/Appliance	1,712,708	1,604,708	1,463,871
Bldg Mtls - Retail	1,584,254	1,408,984	1,377,724
Light Industry	1,217,252	1,240,234	985,729
Top 10 Total	\$ 30,284,232	\$ 29,212,385	\$ 27,072,474
Total % Change	3.7%	7.9%	

As shown in the above chart, auto sales, restaurants, furniture sales and other segments are reflecting positive growth patterns. It is anticipated that department stores will have enhancements, which should increase sales in 2014.

Property Taxes - Torrance continues to have a strong property tax base. The City's property and economic base includes a mix of high-end residential properties and sizable industrial, commercial and retail components. The City had a large property tax base of \$22.9 billion in fiscal year 2013.

Utility Users' Tax (UUT) – UUT revenues have not recovered like the other revenues in the General Fund and are projected to grow modestly over the five-year forecast. Growth is mainly due to new construction in the City. The increase in cost of electricity has not benefitted City revenues because businesses and residents are reducing their power consumption. Past increases in UUT revenues were from cellular telephones, which now have more and more customers switching to "texting" and "data" plans from "voice" plans.

There are no new proposed fee increases included in this budget; however, there are provisions for consumer price increases (CPI) for most of the fees the City charges, with the exception of the Cultural Arts Center which will be excluded for the upcoming fiscal year. The increase is based on the May–May CPI which has not yet been published. However, the April – April CPI is just under 1%.

Uncertain Future & Beyond

Provisions of the Affordable Care Act (ACA), which is being implemented across the Nation and California, require large employers to provide health care to all employees working over 30 hours by January 2015 (the implementation deadline was delayed from the original date of January 2014). The impact of the Affordable Care Act is being researched by staff and staff will return to Council at a later date.

Redevelopment Agency (RDA) (former) continues to be a battle with the State of California. The State's decision to dissolve redevelopment agencies, effective June 27, 2011, continues to cause quite a stir for the City and has yet to yield the billions of budget savings to the State the Governor expected. Of the City's former three project areas, Industrial and Downtown continue to have outstanding Term Allocation Bonds (TABs), while the Skypark project area debt matured in July 2012. The City continues to fight for the repayment of loans made by the City to the former RDA that staff believes is owed to the City, both principle and interest. Unfortunately, the State, despite its vested interest (i.e. any monies they deny the City they get to keep), is the ruling authority. Since the mid 1990's, the City began funding a reserve with year-end carryover monies in the event that these loans would not be repaid by RDA. The RDA was not expected to begin paying the City loans until the bonded indebtedness was paid in full in 2028. The reserve was created to mitigate any changes to accounting reporting requirements should the value of the RDA loan be reclassified for financial reporting purposes. Currently, the reserve has a balance of \$2.8 million. The reallocation of this reserve is being deferred until the loans begin to be repaid.

Over the last several years, the federal and state governments have enacted new regulations for storm water quality and urban runoff. The changes require the City to comply with these new regulations or be fined for non-compliance. Compliance requires improvements to the City's infrastructure (i.e. installation of trash screens at catch basins; enhancements to the City sumps; bio swales, etc.) that reduce and/or eliminate pollutants and trash from entering the storm drain system. The City has been successful in the past with securing grant funding for several infrastructure improvements. However, it is expected that more infrastructure upgrades will be required in the future to continue to comply with existing and potential new regulations. The City will seek grant funding whenever possible to offset the cost for compliance efforts. Some City funding may be required for these improvements.

While we plan over a five-year horizon, there is always uncertainty with regards to the State budget and the continued rate of any economic recovery, which limits the accuracy of the City's projections. Reserves are one mechanism to help deal with the uncertainties that face us in the upcoming years. The City continues to draw on reserves sparingly and supplement the reserves when possible.

Use of One-Time Reserves

The City's current funding policy for the Economic Anomaly Fund is to have up to 10% of the combined General Fund, Parks & Recreation Fund, Cultural Arts Center Fund, Animal Control Fund and the Emergency Medical Service Fund net adopted appropriation level, or about \$18.6 million. This fund has a current balance of \$14.5 million (see Reserve Description and Funding Policy). These reserves provide some flexibility to smooth out economic swings, buffer the loss of State and Federal revenues, and support City operations during emergencies such as natural disasters.

Enterprise Funds

In the aggregate, all of the major enterprise funds - Water, Sewer, Sanitation, Airport and Transit - are operating within their budgetary parameters and are projected to be balanced through the extended five-year forecast. Both the Water and Sanitation funds had approved rate increases to fund additional capital requirements and, in the case of Sanitation, to expand the "green waste" program. The Sanitation Fund purchased over 24,000 refuse and green waste containers and a CNG refuse truck, which drained the fund's cash balance. The cash will be replenished through the collection of revenues for services rendered. The Airport Fund, which is responsible for the airport field and lease land rental, is experiencing a modest increase in revenues due primarily to renewal of land leases and the improving economy. The Transit Fund has had the benefit of an additional \$2 million from the Los Angeles County's Measure R funds to assist with operations and capital needs.

The following chart shows two of the five-year projection for the Enterprise Funds. The entire five-year projection can be viewed under the "Budget Overview" tab.

2 YEAR PROJECTION OF REVENUES AND EXPENSES						
	<u>WATER FUND</u>		<u>SEWER FUND</u>		<u>SANITATION FUND</u>	
	2013-14	2014-15	2013-14	2014-15	2013-14	2014-15
Revenues	\$37,193,000	\$38,643,000	\$4,093,000	\$4,351,000	\$11,098,000	\$11,299,000
Expenditures	35,572,000	37,922,000	4,093,000	4,351,000	11,098,000	11,084,000
Revenues less Expenditures	\$ 1,621,000	\$ 721,000	\$0	\$0	\$0	\$ 215,000

2 YEAR PROJECTION OF REVENUES AND EXPENSES				
	<u>AIRPORT FUND</u>		<u>TRANSIT FUND</u>	
	2013-14	2014-15	2013-14	2014-15
Revenues	\$12,197,000	\$12,605,000	\$31,389,000	\$30,472,000
Expenditures	12,197,000	12,176,000	31,389,000	30,472,000
Revenues less Expenditures	\$0	\$ 429,000	\$0	\$0

Summary

The budget before you reflects a continuing effort to use the economic resources of the City to address the primary needs of the community. It preserves necessary reserves, lives within the boundaries of current revenue sources, and continues to use one-time funding for one-time budget modification requests, capital outlays and capital projects.

The Council should be commended for its fiscally conservative approach and for making difficult budgetary decisions, especially during the last four fiscal years. The fiscally conservative approach by the Council is reflected in the City's long-term issuer rating of "AA+" from Standard & Poors and "Aa2" from Moody's, both in the "High" to "Prime" quality investment grade.

City of Torrance - Long Term Bond Ratings						
Standard & Poors			Moody's			Quality
Scale	Issuer	Lease	Scale	Issuer	Lease	
AAA			Aaa			Prime
AA+	AA+		Aa1			
AA		AA	Aa2	Aa2		
AA-			Aa3			High Grade
A+			A1		A1	
A			A2			
A-			A3			Upper Medium Grade
BBB+			Baa1			
BBB			Baa2			
BBB-			Baa3			Lower Medium Grade
BB+			Ba1			Non-Investment Grade
thru			thru			
D			C			

The latest credit reports for the City's 2014 Certificates of Participation (April 2014), the City's Tax Revenue Anticipation Notes (July 2013), and Moody's Issuer comment on the impact of Toyota's relocation to the State of Texas (May 2014) can be found in the tab labeled "Credit Ratings". The City of Torrance continues to have an "Issuer" credit rating of one notch below AAA by S&P and two notches below Aaa by Moody's. Lease ratings are typically "one" to "two" notches below the "issuer" rating because the security pledge upon which it is based – the use/occupancy of the leased asset – is of a weaker (i.e. less secure) nature. It is interesting to note that Moody's "issuer comment" places the City of Torrance credit rating slightly higher than Toyota Motor Corp's rating, which is an Aa3.

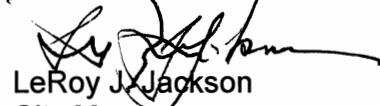
The budget, as submitted, is balanced for the 2014-15 fiscal year and forecasts a balanced budget throughout the next five years. As displayed below, the five-year projection reflects revenues growing at an average rate of about 3.5% in the first year, 3.7% in 2015-16, 3.5% in 2016-17, and 3.4% and 3.2% for the remaining years of the forecast.

5 YEAR PROJECTION OF REVENUES AND EXPENSES					
GENERAL FUND					
	2014-15	2015-16	2016-17	2017-18	2018-19
Revenues	176,338,000	182,936,000	189,254,000	195,648,000	201,962,000
Expenditures	176,338,000	182,936,000	189,254,000	195,648,000	201,962,000
Revenues less Expenditures	-	-	-	-	-

The budget modifications included in this budget are recommended for approval by the City Manager. The budget document now before you, with the concurrence of the Council may be revised, and when revised, will become the City's operating budget for the 2014-15 fiscal year. Please note that any additional funding requirements would require offsets to other areas of the budget and would require staff to return with funding options.

The City Council is requested to take input from the public, review the recommended budget, address the various discussion papers and concur or modify this document. Any revisions requested will be incorporated into the City's operating budget for the 2014-15 fiscal year. No formal action is required until after the closing of the 2nd public hearing/budget workshop on May 20.

Respectfully submitted,



LeRoy J. Jackson
City Manager

CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: May 5, 2014

TO: LeRoy J. Jackson, City Manager

FROM: Sheryl Ballew, General Services Director

SUBJECT: Cultural Arts Center Pilot Program Discussion Paper

The Torrance Cultural Arts Center is currently in its 23rd year of Operation. Throughout the years, there has been a steady influx of patrons attending and hosting classes, meetings, banquets, receptions, festivals, and performing arts functions.

Facility Utilization

The Center's standard operating hours are 10 a.m. – 10 p.m., seven days per week. Spread across all facilities, this provides a total of approximately 61,380 hours of available use per year, excluding closed holidays and average annual maintenance periods.

Peak operating days for the Theatre and Meeting Rooms are variable by day and season, but may be seen in general trends as follows:

Theatre: Friday – Sunday
Meeting Rooms: Saturday – Sunday

For the twelve month period ending 3/31/14, occupancy rates during peak days were as follows:

	Theatre	Meeting Rooms
Resident, Non-profit	25.44%	4.90%
Resident, Private	3.37%	4.01%
Non-resident, Non-profit	8.29%	2.20%
Non-resident, Private	2.70%	5.43%
TUSD	0.80%	0.41%
Interdepartmental	4.99%	9.68%
Total	45.59%	26.63%

Emerging Trends

A sustained, national economic downturn since 2008 has impacted the arts and hospitality industries on the whole. However, the Center's overall revenues have remained relatively consistent, and in some instances have increased, when compared to prior years. Despite this achievement, current revenue targets have not been met in full since the 2009-10 fiscal year. In large part, this lack of anticipated growth can be seen as a result of trends which have emerged during this time:

- External economic factors continue to heavily impact the public's discretionary spending on arts education, live theatre, and special events planning.
- Diminished funding via grants, donations, and corporate sponsorships have severely limited spending by non-profit arts organizations.
- Interdepartmental usage of the Center has declined, most notably in the classroom and theatre spaces. Reduced attendance and enrollment have played a factor in this, as well as migrations to smaller, lower cost City venues such as the Torrance Theatre Company space in downtown.
- Commercial use of the Center has become increasingly challenged as companies downsize or opt to use their own facilities for special events, training, etc.
- Reduced programming and audience attendance have resulted in lower than expected revenues from the ticket service fee. In addition, some groups have elected to begin selling their own tickets to avoid incurring the Box Office ticket fee.

Discounted Rental Fee Pilot Program

Staff is recommending a one year pilot program to institute discounted fees for off-peak rental days only. The hours and times identified are Sundays from 2pm-10pm and Monday – Thursday 10am-10pm. The pilot program venues within the Cultural Arts Center would include the following facilities:

- Armstrong Theatre
- Toyota Meeting Hall
- Ken Miller Recreation Center
- George Nakano Theatre
- Garden Rooms

These facilities have the most potential to increase revenue during the off peak hours, with the goal to attract corporate and private rentals for midweek use of the theatre and meeting rooms at the Center. Examples may include Sunday afternoon wedding ceremonies and receptions, along with weekday business meetings and trade shows.

The classroom areas of the Center are primarily utilized by the Community Services Department, and will not be included in this program.

Multiple venues in the South Bay were researched and compared. Each facility provided some form of discounted rental rate, but could only be applied with purchasing that facility's in house catering. The Cultural Arts Center is a unique venue as patrons are allowed to use a licensed caterer of their choosing.

Staff is proposing a 15% discounted rate for room rental, in hopes of providing incentive for utilization of off peak rental days.

Proposed Fees

Theatre

James Armstrong Theatre		
	Current Rates	Off-Peak Rates
Resident, Non-profit	\$375 (5 hour block) <u>or</u> \$75/hr	\$320 (5 hour block) <u>or</u> \$64/hr
Resident, Private/ Non-Resident, Non-profit	\$910 (5 hour block) <u>or</u> \$182/hr	\$775 (5 hour block) <u>or</u> \$155/hr
Non-Resident, Private/ Commercial	\$1,665 (5 hour block) <u>or</u> \$333/hr	\$1,415 (5 hour block) <u>or</u> \$283/hr
TUSD	M-Th: No charge F-Su: \$250 (5 hr block) <u>or</u> \$50/hr	M-Th: No charge F-Su: \$250 (5 hr block) <u>or</u> \$50/hr
Parks & Rec	\$350 (5 hour block) <u>or</u> \$70/hr	\$350 (5 hour block) <u>or</u> \$70/hr
Interdepartmental	\$350 (5 hour block) <u>or</u> \$70/hr	\$350 (5 hour block) <u>or</u> \$70/hr

Meeting Rooms

Toyota Meeting Hall		
	Current Rates	Off-Peak Rates
Resident, Non-profit	\$736 (8 hour block) <u>or</u> \$92/hr	\$624 (8 hour block) <u>or</u> \$78/hr
Resident, Private/ Non-Resident, Non-profit	\$840 (8 hour block) <u>or</u> \$105/hr	\$712 (8 hour block) <u>or</u> \$89/hr
Non-Resident, Private/ Commercial	\$1,576 (8 hour block) <u>or</u> \$197/hr	\$1,336 (8 hour block) <u>or</u> \$167/hr
TUSD	\$400 (8 hour block) <u>or</u> \$50/hr	\$400 (8 hour block) <u>or</u> \$50/hr
Parks & Rec	\$188 (8 hour block) <u>or</u> \$23.50/hr	\$188 (8 hour block) <u>or</u> \$23.50/hr
Interdepartmental	\$376 (8 hour block) <u>or</u> \$47/hr	\$376 (8 hour block) <u>or</u> \$47/hr

Ken Miller Recreation Center Auditorium

	Current Rates	Off-Peak Rates
Resident, Non-profit	\$78/hr	\$66/hr
Resident, Private/ Non-Resident, Non-profit	\$92/hr	\$78/hr
Non-Resident, Private/ Commercial	\$105/hr	\$89/hr
TUSD	\$40/hr	\$40/hr
Parks & Rec	\$23.50/hr	\$23.50/hr
Interdepartmental	\$47/hr	\$47/hr

Ken Miller Recreation Center Assembly Room		
	Current Rates	Off-Peak Rates
Resident, Non-profit	\$64/hr	\$54/hr
Resident, Private/ Non-Resident, Non-profit	\$78/hr	\$66/hr
Non-Resident, Private/ Commercial	\$90/hr	\$77/hr
TUSD	\$40/hr	\$40/hr
Parks & Rec	\$47/hr	\$47/hr
Interdepartmental	\$47/hr	\$47/hr

George Nakano Theatre		
	Current Rates	Off-Peak Rates
Resident, Non-profit	\$78/hr	\$66/hr
Resident, Private/ Non-Resident, Non-profit	\$92/hr	\$78/hr
Non-Resident, Private/ Commercial	\$105/hr	\$89/hr
TUSD	\$20/hr	\$20/hr
Parks & Rec	\$20/hr	\$20/hr
Interdepartmental	\$20/hr	\$20/hr

Garden Room *		
	Current Rates	Off-Peak Rates
Resident, Non-profit	\$32/hr	\$27/hr
Resident, Private/ Non-Resident, Non-profit	\$39/hr	\$33/hr
Non-Resident, Private/ Commercial	\$45/hr	\$38/hr
TUSD	\$20/hr	\$20/hr
Parks & Rec	\$10/hr	\$10/hr
Interdepartmental	\$10/hr	\$10/hr

*Cost Per Room

Torrance Non-Profit Rates

In addition to the discounted rental fee pilot program, staff has been directed to review and compare current rates of Torrance Non Profit users of the Cultural Arts Center. The purpose will be to determine the feasibility of exempting these groups from the City's annual rate adjustment, which is tied to the May to May CPI-W.

3/30/13-3/30/14	Total Hours Rented	Res. Non-profit Hours	% of Hours Rented
Armstrong Theatre	1495	688.75	46.00%
Nakano Theatre	744	86	12.00%
Recreation Center	1932.5	228.5	12.00%
Meeting Hall	799	109	14.00%
Torino Plaza	448.5	56.5	13.00%
Garden Rooms	419.5	100.5	24.00%
Total	5838.5	1269.25	

*Resident Non-Profit includes TCAF rental in the amount of 168.25 hours at \$0

Torrance Non- Profit groups account for 46% of the rentals in the James Armstrong Theatre, compared to approximately 15% for the other meeting rooms. Anticipating an average of 2% increase in fees each year per the CPI-W, it is projected that revenue losses from Torrance Non-profits will amount to \$2,500 annually.

Staff recommends that Torrance Non-profit groups be excluded from the annual CPI-W adjustment during this one year pilot program.

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CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: April 30, 2014

TO: LeRoy J. Jackson, City Manager

FROM: Jeffery W. Gibson, Community Development Director

SUBJECT: Rideshare and Vanpool Program Discussion Paper

The City of Torrance has operated a Rideshare program for over 20 years in order to meet the requirements of the South Coast Air Quality Management District's Rule 2202. Rule 2202 requires an Average Vehicle Ridership (AVR) of 1.50 (equivalent to reducing 33% of the vehicles arriving the worksite between 6-10 a.m.), which we have met or exceeded for most of the years of the program. Over 530 employees currently participate in the rideshare program, including a successful vanpool program with 11 vans in use.

As well as the AQMD requirements, the state has also enacted environmental legislation such as AB 32 intended to reduce greenhouse gases. Reduction of employee commute miles is an important part of the strategy being laid out for inclusion in Climate Action Plans for the City.

For the most part, the Rideshare program has continued with no major budgetary changes; however, in September of 2014 the current 5 year vanpool lease will expire, and even under the best of circumstances, this change will result in a considerable increase in cost to the program unless measures are taken to reduce costs in other ways.

The current lease cost for 11 vans is \$101,000 per year. Metro has contracted with three companies to provide vehicles for vanpools participating in the Metro vanpool program. The cost estimate for our program based on the contracted companies range from \$172,620 to \$222,876 per year. This cost would result in a minimum increase in leasing costs of approximately \$80,000 yearly. However, there is the possibility that, by tagging onto the contract of a larger agency we may be able to contract for an amount that would result in an increase of perhaps \$5,000 yearly. We are pursuing this option, but are also exploring other ways of bringing costs down both in case the less expensive option is not possible and also to make the program more cost efficient.

Costs for the vanpool program are offset by fare box revenue charged to participants in the vanpools of \$0.45 per mile traveled. In addition, Metro pays subsidies of between \$325 and \$400 per month for vans meeting their criteria; however, the Metro subsidy is a fairly recent program, having been in effect for less than 5 years. The criteria for payment has changed recently making several of our vans ineligible. Based on current numbers, we realize approximately \$53,000 yearly in fare box revenue and \$27,000 in Metro subsidy payments.

In addition to the base lease cost, the vanpool program allows vanpools to gas up at the City Yard, subsidizing the gas usage and provides an additional \$21 per month per City employee subsidy against whatever fare box revenue is due for the van. Budget for gas for the vanpool program is \$41,000 yearly and the employee subsidy costs approximately \$14,000 yearly.

The recent changes to the Metro subsidy program include an increase to the number of miles that must be driven one-way in order to qualify. Vans must now drive a minimum of 15 miles one way, where previously there was no minimum. This change effects our program as we have some short-distance vans, which no longer qualify for subsidy payments. In addition, vans must maintain at least 80% occupancy weekly in order to qualify, and we have vans that periodically lose members and do not qualify for subsidy until they are able to bring in additional members. We have one vanpool that, while having 7 members, never travels with more than three or four at a time due to the nature of their work schedule. This van does not qualify for Metro subsidy.

There are several strategies that can be used to bring down the cost of the vanpool program once the new lease rates go into effect; however, we would like to keep participation close to our current level in order to continue meeting the AVR requirements. As a jurisdiction that meets AVR, we are subject to much less stringent and less costly trip reduction plan submission requirements and fees. We hope to maintain that status, and so will be looking at what kinds of changes would be palatable to the participants and what level of change would make the program no longer attractive. Some of the potential strategies include:

- Discontinue the employee subsidy of \$21 per rider per month, for a savings of approximately \$14,000 per year
- Raise current fare of \$0.45 per mile. An increase of \$0.05 per mile would mean approximately \$7500 in additional yearly revenue
- Require vans not meeting Metro subsidy requirements to pay all or a portion of the subsidy amount. This action could generate as much as \$19,500 in additional revenue per year
- Lease fewer vans for the program, discontinuing vans that cannot meet subsidy requirements. This action would result in a savings of approximately \$15,000 per van per year, but would also result in loss of offsetting revenue for that van
- Charge vans for the cost of gasoline. This action could result in a savings of \$41,000 per year
- Explore the possibility of a joint leasing agreement with one of the other local jurisdictions running a metro vanpool program

Because the lease will not be up until September of 2014, staff will be working on assessing the various options both for cost savings and for potential impacts to the overall program. An RFP for a new lease will be released in May, and the final costs of the proposal will be factored into the analysis. Prior to entering into a new lease, the program analysis will be brought forward with recommendations for program changes to lessen the need for additional Proposition C funding for the program.

**CITY OF TORRANCE
PROPOSED PROGRAM REVISION**

Department: City Manager on behalf of the Torrance Cultural Arts Foundation

Fiscal Year 2014-15

Program Name/Number	Proposed Change	Amount
Torrance Cultural Arts Foundation	Increase of annual support from the City of Torrance.	\$59,980

Has this program change been submitted before?	No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> Year(s) 2007 (Attachment A)
Degree of impact in meeting City and Department Goals, Objectives and priorities: N/A	High <input type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/>

Impact Statement

(Must include the following information: 1) space allocation for additional personnel, 2) time frame for hiring additional personnel (coordinate with Civil Service, 3) effect on other departments (such as increased custodial services or increased vehicle maintenance; coordinate with impacted department)

Background

The Torrance Cultural Arts Foundation (TCAF) has brought forth entertainment and arts education to the City of Torrance for 20 years. Due to the nature of art organizations, ticket sales cannot be the sole stream of revenue to sustain quality events that the TCAF have produced.

The City has been a key asset in keeping TCAF operational, as they have consistently been under financial stress due to increased performance fees. By decreasing spending and increased fundraising, TCAF has managed to work through economic hardships. Those two methods of establishing financial stability have been exhausted.

Analysis

In past years, the TCAF has turned to the City of Torrance for incremental increases in financial support. The increase in funding will lessen the financial burden and eliminate the necessity of the City in providing one – time-only fee subsidies for their special events.

The table below will illustrate the subsidies the Foundation received since 1998.

Past subsidies from the City towards Torrance Cultural Arts Foundation: 1998- Present					
Year	Annual Total	Cash	Theater Labor	In-Kind Support	Grants
1998-2002	\$45,000	\$20,000	\$0	\$25,000	\$0
2002-2003	\$80,000	\$30,000	\$25,000	\$25,000	\$0
2007-2008	\$103,040	\$41,800	\$36,240	\$25,000	\$0
2009-2010	\$119,420	\$48,180	\$36,240	\$25,000	\$10,000
2010-2014	\$109,420	\$48,180	\$36,240	\$25,000	\$0
Grand Total	\$920,140	\$392,700	\$242,440	\$275,000	\$10,000

In addition to the subsidies shown on the chart, the TCAF does not pay facility rental fees in the James Armstrong Theatre. Prior to 2009, the TCAF used the Armstrong Theatre for the majority of their programming. In 2009, the TCAF began to utilize the Nakano Theatre for various performances, which the City also subsidizes in the form of cash payment within their agreement. Though programming in the Armstrong has decreased the last 5 years, the value of Armstrong rental fees waived since 1998 is approximately \$500,000.

The TCAF is requesting increases in both indirect and direct subsidies from the City of Torrance. The increase in subsidy stems from the new program that the TCAF is implementing for the years to come. The request for

an additional \$25,000 is to bring forth new events within the Cultural Arts Center that can help further ticket revenues for the organization. The remaining subsidies are aimed towards lessening operational costs.

The following table is the break down of their operating cost and their formal request towards funding.

TCAF'S Annual Funding	Proposed annual funding	Current annual funding	Increase funding requested
Cash pay out	\$74,400	\$48,180	\$26,220
Theatre labor	\$40,000	\$36,240	\$3,760
In kind support (Central Services work request and vendor invoices for printing/ mailing)	\$30,000	\$25,000	\$5,000
Facility use for other Cultural Arts Center venues for Gala, Interactive theatre piece and local talent competition (NEW)	\$25,000	\$0	\$25,000
Total	\$169,400	\$109,420	\$59,980

Other Alternatives Considered

No alternatives have been presented.

Impact of Non-approval

Non-approval may result in the City of Torrance losing the TCAF due to financial hardship. TCAF will have to increase their fundraising efforts or look for other avenues of donations to lessen the financial gap, even if the full amount is not granted.

\$ 59,980 Priority No. _____

Per TCAF (Attachment B)

City Manager's Note:

In November 2007, the City Council set aside \$250,000 to be used to match, up to \$50,000 annually for a period not to exceed a five year period, endowment funds raised by the Cultural Arts Foundation. Unfortunately, that was just before the "Great Recession" which technically began in December of that same year. Funds are available from the set aside.

CITY OF TORRANCE INTEROFFICE COMMUNICATION

DATE: May 1, 2007

TO: Mayor and Members of City Council
VIA: LeRoy J. Jackson, City Manager

FROM: Mary K. Giordano, Assistant City Manager

**SUBJECT: TORRANCE CULTURAL ARTS CENTER FOUNDATION (TCACF)
 INCREASED SUBSIDY FUNDING BUDGET REQUEST**

RECOMMENDATION

The City Manager recommends that the one-time additional assistance provided to TCACF in the amount of \$23,040 this fiscal year become an on-going subsidy, increasing the total direct subsidy to TCACF to \$103,040; and continue the indirect subsidy of approximately \$43,600 for rental of the Armstrong Theatre at no cost to TCACF. The combined direct and indirect subsidies are equal to \$146,640 to assist in funding TCACF's program goals. Theatre Labor of \$36,240 and Printing of \$25,000 would be on an in-kind basis combined with a cash payment of \$41,800 for a total of \$103,040.

This recommendation is based partially on the need to increase the City's funding of the Cultural Arts Center by the General Fund in the amount of \$285,000 to assist in covering the cost of subsidies for non-profit organizations and increased labor and operating costs. This is discussed further in the Program Modification Section of the Proposed FY 2007-09 Operating Budget.

The City Manager further proposes that the City fund a one-time expenditure in an amount of between \$25,000 to \$35,000 to employ a consultant skilled in developing business plans for arts foundations to work with the City and TCACF to develop a business plan for TCACF. This would provide a review of the current business model and establish guidelines and policies to allow TCACF to work towards achieving its funding goals, and an assessment of support and program expenses reasonable for obtaining the goals. If approved, the City Manager will return with an item in the near future.

ANALYSIS

Attached is a letter from TCACF requesting additional funding for fiscal year 2007-08 (Attachment A). The budget request is summarized below noting current funding by category and the additional assistance being requested.

➤ Direct subsidy budgeted by City for TCACF

Expense Item	FY 2006-07 City Subsidy	1 st Qtr 2006-07 Additional Subsidy	FY 2006-07 Sub-Total	FY 2007-08 Subsidy Request	Total FY 2007-08 Request
Labor	\$25,000 (1)	\$11,240 (2)	\$36,240	\$13,760	\$50,000
Printing	25,000 (1)	—	25,000	25,000	50,000
Executive Director	30,000 (2)	—	30,000	20,000	50,000
Facility Rental	—	11,800 (2)	11,800	9,200	21,000
Office Space Rental	—	—	—	9,600	9,600
Sub-Total	\$80,000	\$23,040	\$103,040	\$77,560	\$180,600

Note (1): In-kind assistance

Note (2): Cash Payments

➤ Indirect subsidy by City of TCACF

Armstrong Theatre Rental	\$43,600 (3)	—	\$43,600	—	\$43,600
TOTAL	\$123,600	\$23,040	\$146,640	\$77,560	\$224,200

Note (3): In-kind assistance based on average use of the Theatre for TCACF Events

TCACF – Increased Subsidy Funding Budget Request

May 1, 2007

Page 2 of 3

In meeting with representatives of TCACF, they have stated a need to continue with the additional funding of \$21,040 approved by Council on a one-time basis at the FY 2006-07 1st Quarter Budget Hearing. To this TCACF foresees an expanding need to increase the direct subsidy in FY 2007-08 by an additional \$77,560 for a total direct subsidy by the City of \$180,600. Increasing the subsidy may increase number of programs offered, assist with inflation based cost increases, help underwrite the Programmer/Executive Director's salary and provide for rental of office and storage space for TCACF.

Attendance Overview

City staff reviewed attendance and operating results with TCACF. A 5-year 'snapshot' of the operating budget compared to ticket sales was provided and is attached as Attachment B. It reflects that the operating budget has increased from \$40,000 for the 1995-96 Season, with ticket sales of \$39,600 for 22 performance and attendance of 6,200 (including the children's series), to an operating budget of \$738,000 for the 2005-06 Season with ticket sales of \$193,000 for 27 performances and attendance of 8,765 (including the children's series).

Specific detail is not available to analyze attendance by performance for earlier years; however, for the 2006-07 Season, through March 25, 2007, City Staff has provided attendance detail in Attachment C based on box office records summarized as follows:

Nakano Theatre (Jazz Cabaret/150 seat capacity)	89% average attendance
Armstrong Theatre (Invited Audience/502 seat capacity)	95% average attendance
Armstrong Theatre (General Audience/502 seat capacity)	56% average attendance

TCACF has provided a profit and loss analysis by program for programs offered September 2006 through March 2007 with attendance at each performance noted. This analysis is attached as Attachment D.

Operations Summary

Operationally, the following summarizes the primary components for TCACF for the past 5 fiscal years 2001 – 2005, in thousands (detail in Attachment E).

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06
(In \$000)					
Operating Resources					
Donations	\$46	\$61	\$68	\$114	\$113
Fundraising	142	143	200	198	173
Program Fees	115	124	173	159	168**
Restricted Donations*	99	115	160	183	102
Other	1	3	4	5	8
Total	\$403	\$446	\$605	\$659	\$564
Operating Expenses					
Program	\$237	\$372	\$461	\$546	\$609
Support	109	92	102	118	129
Total	\$347	\$464	\$563	\$664	\$738
NET INCREASE/ DECREASE	\$57	\$(18)	\$42	\$(5)	\$(174)

* May only be spent for specific uses

** Differs from 5-year 'snapshot' ticket sales amount as ticket sales of \$19,500 from "American Perspectives" performances are required to be transferred to an endowment account.

TCACF – Increased Subsidy Funding Budget Request

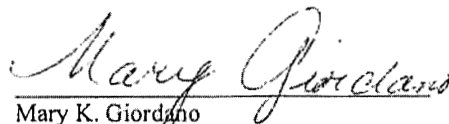
May 1, 2007

Page 3 of 3

Comments:

- For FY 2001-02, the City approved a direct subsidy of \$45K, or 11.2% of operating resources plus indirect subsidy through absorbing cost of rental of the Armstrong Theatre for TCACF rehearsals and performances.
- For FY 2002-03 through 2005-06, the City approved a direct subsidy of \$80K a year, or 17.9%, 13.2%, 12.1% and 14.2%, respectively, of operating resources, plus indirect subsidy through absorbing cost of rental of the Armstrong Theatre for TCACF rehearsals and performances. The cost absorbed in FY 2005-06 was \$43,600 raising the City's combined subsidy value to 21.9% of operating resources for last fiscal year.
- For FY 2001-02 through FY 2005-06, TCACF expenses include sponsorships of other community art organizations. The amounts for each year, respectively, were \$11,300, \$12,700, \$11,900, \$44,700, and \$64,800. The organizations assisted in fiscal year 2005-2006 include:

⇒ Torrance Arts Museum	\$25,000
⇒ Torrance Theatre Company	\$25,000
⇒ Bramhall School Outreach	\$12,000
⇒ Other	\$ 2,800
- For FY 2005-06, the increased operating loss resulted primarily from a reduction of restricted donations to fund programs, and an increase in program expenses.


Mary K. Giordano
Assistant City Manager

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Attachments:

- A) Letter from Torrance Cultural Arts Center Foundation dated April 10, 2007
- B) Five-Year 'Snapshots'
- C) TCACF Event Attendance (through 3/25/07)
- D) Monthly Profit and Loss Statement, by Program, for September 2006 through March 2007
- E) TCACF Statement of Activities Report for FY 2001-02 through FY 2005-06, excerpted from annual compiled Financial Statements



TORRANCE CULTURAL ARTS FOUNDATION

FOUNDING PRESIDENT
Katy Geissert

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Ritas Smith & Associates

STAFF

Christian Wolf
Executive Director
Sharon Sapigao
Administrative Assistant

Nonprofit 501(c)(3) Organization
Tax ID 33-0625499

Honorable Mayor Frank Scotto and City Council
City of Torrance
3031 Torrance Blvd.
Torrance, CA 90503

March 20, 2014

Dear Honorable Mayor Scotto and Council members;

For 20 years, the Torrance Cultural Arts Foundation has been bringing entertainment and arts education experiences to Torrance and the South Bay. As with most arts organizations, ticket sales revenue do not always cover all the costs associated with putting on the quality of events that we do.

The City has been instrumental in ensuring our ability to continue our mission, but the Foundation has been hanging on by a thread because of increased costs. We have decreased spending by tightening our belts and increased fundraising events and, thankfully, we have gotten through some of the hardest times in recent years.

Throughout its 20 years, the Foundation has consciously not requested additional funding to the agreement with the Foundation. From time to time, we have requested fee waivers/reductions for special events on a one-time basis. However, with increased costs in rental fees, services and operation costs, we would like to request additional support. An increase will help bridge the gap caused by these increases and will eliminate the need to come back to the City for the one-time-only fee waivers for special events.

We respectfully request a change to the current and future agreements with the City as follows.

Our current agreement with the City includes the following:

\$48,180 –	Cash Payment
\$36,240 –	Theatre Labor
\$25,000 –	<u>In Kind Support (Central Services work requests and Vendor invoices for printing/mailing)</u>
\$109,420 –	Total City support

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FOUNDING PRESIDENT
Katy Geissert

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Mayor, Torrance
Ritas Smith
Ritas Smith & Associates

STAFF
Christian Wolf
Executive Director
Sharon Sapigao
Administrative Assistant

Nonprofit 501(c)(3) Organization
Tax ID 33-0625499



TORRANCE CULTURAL ARTS FOUNDATION

We respectfully request the following changes:

\$74,400 –	Cash payment (Consultation services and Nakano rent) (Increase of \$26,220)
\$40,000 –	Labor Charges for events at the Center (Increase of \$3,760)
\$30,000 –	Central Services work requests and Vendor invoices for printing/mailling. (Increase of \$5,000)
\$25,000 –	Facility use for other Cultural Arts Center venues for Gala, Interactive theatre piece and local talent competition. (New)
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\$169,400–	Total requested City support for an increase of \$ 59,980 each year.

If you have any questions, please contact me at anytime.

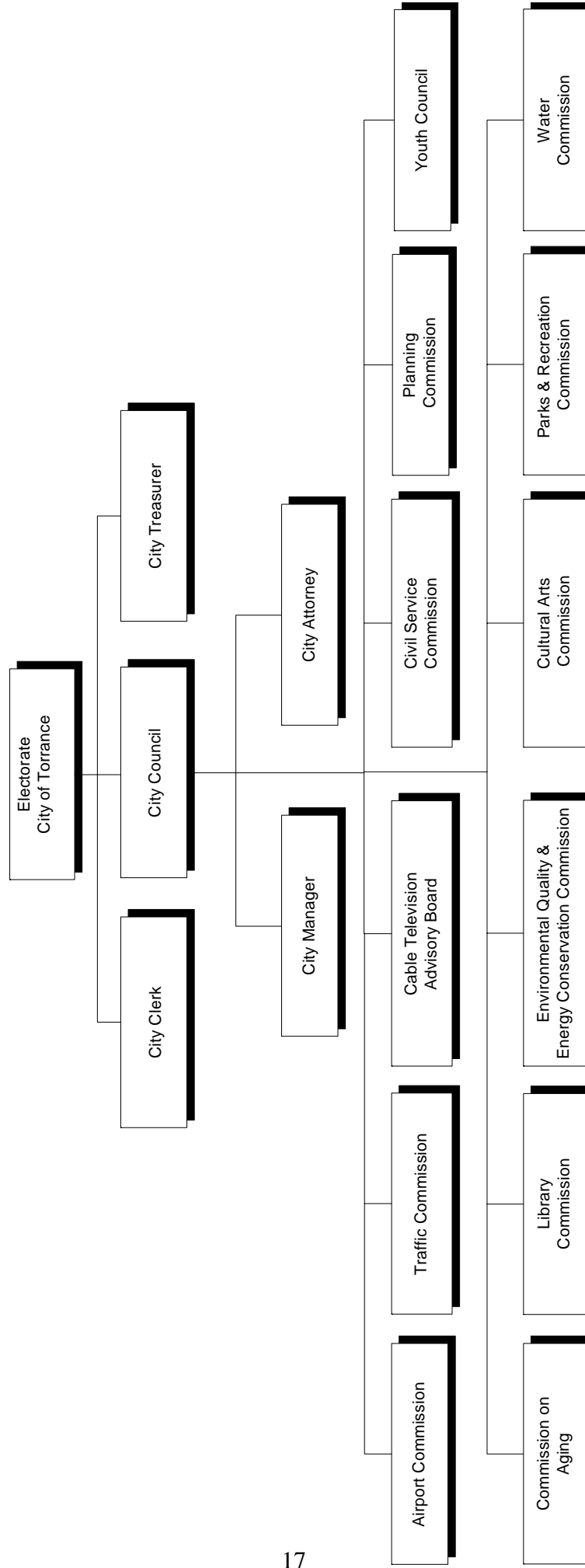
Sincerely,

Christian Wolf
Executive Director

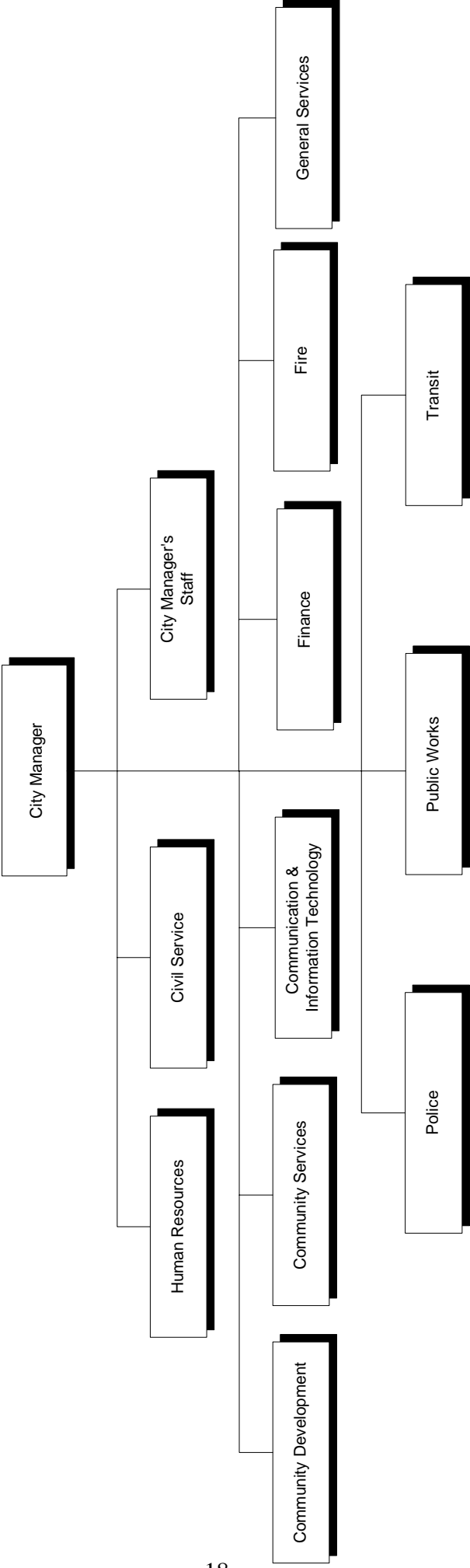
cc: LeRoy Jackson; Torrance City Manager

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ELECTED AND APPOINTED OFFICIALS



CITY DEPARTMENTS



CITY DEPARTMENTAL FUNCTIONS GENERAL FUND

PUBLIC SAFETY

Fire

- Operations Division
- Administrative Division
- Hazardous Materials Administrative Division
- Fire Prevention Division

Police

- Administrative Bureau
- Services Bureau
- Patrol Bureau
- Special Operations Bureau

COMMUNITY SERVICES

- Administration
- Library Programs
 - Youth Services
 - Outreach Services
 - Cultural Services
 - Reference Services
 - Library Collections
 - Borrower Services
 - Technical Support
- Park Services

COMMUNITY DEVELOPMENT

- Administration
- Development Review
- Building and Safety
 - Geographic Information Systems/Automation
 - Subdivisions/Plan Check
 - Inspection
 - Mapping
- Comprehensive Planning
 - Redevelopment and Housing
 - Transportation Planning
- Building Regulations
- Environmental

PUBLIC WORKS

- Administration
- Streetscape
- Operations and Maintenance
- Engineering
 - Inspection
 - Project Design and Administration
- City Yard

GENERAL GOVERNMENT

City Attorney

- General Support
- Civil Litigation
- Criminal Prosecution
- Administrative Staff
- Direction and Control

City Clerk

- Administration
- Records
- Council & Commission Support

City Manager

- Operations
- Employee Relations
- Economic Development
- Community Relations
- Council Support/Citizen Interface
- Administrative Support
- Office Management

CITY DEPARTMENTAL FUNCTIONS

GENERAL FUND (continued)

GENERAL GOVERNMENT CONTINUED

City Treasurer

- Treasury Cash Management
- Central Cashiering
- Bond Maintenance
- Deferred Compensation Administration
- Director & Control

Civil Service

- Commission and Council Support
- Employee Relations Committee
- Volunteer Program
- Grievances
- Certification

Communications & Info. Technology

- Communications
 - Data Networks
 - Telecommunications
 - Wireless/Radio Communications
- Information Technology
 - City Program Automation/Technology Deployment
 - System Application Maintenance and Management
 - Software Analysis
 - Technology Training
 - Personal Computer Hardware Support

Finance

- Financial Reporting
- Payroll
- Customer Services
- Administration
- Budget
- Audit
- Purchasing
- Risk Management

General Services

- Facility Services
 - Building Maintenance
 - Heating/Air Conditioning/Electrical
 - Custodial
- Office Services
- Central Services
- Graffiti Program

Human Resources

- HR Operations
 - Onboarding
 - Employee Benefits
 - Program Compliance
 - Recognition
 - Mandatory Training
- Department Support
 - Recruitment and Testing
 - Classification & Compensation
 - Training & Development
 - Labor Relations Support
 - Employee Relations

CITY DEPARTMENTAL FUNCTIONS OTHER FUNDS

ENTERPRISE FUNDS

Airport (General Services)

- Administration
- Airport Commission Support
- Airfield Leased Land Operations and Maintenance
- Airport Operations, Maintenance and Administration
- Airport Public Areas Operations and Maintenance
- Noise Abatement
- Non-Aeronautical Leased Land Operations

Transit

- Motor Bus & Paratransit Administration
- Motor Bus & Paratransit Operations
- Dial-A-Lift
- Measure R Operations

Water (Public Works)

- Water Supply
- Water Operations
- Water Resources
- Water Administration
- Water Financial Obligations
- WRD Goldsworthy Desalter

Sanitation (Public Works)

- Solid Waste Collection and Disposal
- Green Waste
- Residential Recycling
- Waste Management AB939
- Residential Street Cleaning

Cultural Arts Center (General Services)

- Theater
- Meeting Rooms
- Classrooms

Sewer (Public Works)

- Sanitary Sewer System Management
- Wastewater System Maintenance

Community Services

- Recreation Services
- Cultural Services

Emergency Medical Services (Fire)

INTERNAL SERVICES

Fleet Services (General Services)

- Acquisition and Replacement
- Maintenance and Repair
- Warehouse Operations

Self-Insurance (Finance)

- Liability
- Insurance Administration
- Workers' Compensation
- Health and Safety

EXTERNAL FUND

Cable (City Manager)

- Station Operations
- Office Operations

Vanpool/Rideshare (Community Development)

- Vanpool Operation

Animal Control (Police)

**2013-14 ADOPTED (YEAR 1 OF 2 YEAR BUDGET)
OPERATING BUDGET SUMMARY**

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Ending Balance
GENERAL FUND	\$ 177,287,983	\$ -	\$ 177,287,983	\$ 177,287,983	\$ -
INTERNAL SERVICE					
Fleet Services	6,519,252		6,519,252	5,894,756	624,496
Self Insurance	4,148,353	836,754	4,985,107	4,985,107	-
Subtotal	10,667,605	836,754	11,504,359	10,879,863	
ENTERPRISE FUNDS					
Airport	12,179,000	17,790	12,196,790	12,196,790	-
Transit*	31,134,466	255,000	31,389,466	31,389,466	-
Water	37,193,000		37,193,000	35,572,269	1,620,731
Sanitation	11,065,215	32,419	11,097,634	11,097,634	-
Cultural Arts Center	1,984,117	194,014	2,178,131	2,178,131	-
Sewer	3,133,000	959,658	4,092,658	4,092,658	-
Emergency Medical Svcs.	11,434,390	12,235	11,446,625	11,446,625	-
Parks & Recreation	7,446,503		7,446,503	7,410,589	35,914
Subtotal	115,569,691	1,471,116	117,040,807	115,384,162	
EXTERNAL FUNDS					
Animal Control	477,540	1,700	479,240	479,240	-
Section 8 Rental Assist.	6,618,000	308,242	6,926,242	6,926,242	-
Downtown RDA Successor Agency	6,721,665		6,721,665	6,721,665	-
Redevelopment Meadow Park Parking Lot	23,850		23,850	23,850	-
Government Cable Communications	1,809,800		1,809,800	1,727,555	82,245
Cable TV Public Access	424,312		424,312	392,103	32,209
Cable Public Educ. Gov.	360,000		360,000	60,000	300,000
Police Inmate Welfare Fund	10,000		10,000	10,000	-
Street Lighting District	3,109,879	3,100	3,112,979	3,112,979	-
Air Quality Management	172,000	20,011	192,011	192,011	-
Vanpool/Rideshare	256,930		256,930	255,925	1,005
Gas Tax***		1,040,000	1,040,000	1,040,000	-
Prop C		1,321,930	1,321,930	1,321,930	-
Commun. Dev. Block Grant (CDBG)		284,750	284,750	282,000	2,750
Asset Forfeiture		256,500	256,500	256,500	-
Public Property Financing	10,618,424		10,618,424	10,618,424	-
Subtotal	30,602,400	3,236,233	33,838,633	33,420,424	
Less: Internal Service	(10,667,605)	(836,754)	(11,504,359)	(10,879,863)	-
Internal Transfers**	(42,765,909)		(42,765,909)	(42,765,909)	-
TOTAL	\$ 280,694,165	\$ 4,707,349	\$ 285,401,514	\$ 283,326,660	

* Includes depreciation of \$3,789,089 in revenue estimate.

** Includes all internal transfers.

*** Annual Gas Tax revenue is approx. \$3.5 million with \$1,040,000 used for operations.

**2014-15 ADOPTED (YEAR 2 OF 2 YEAR BUDGET)
OPERATING BUDGET SUMMARY**

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Ending Balance
GENERAL FUND	\$ 177,989,688	\$ -	\$ 177,989,688	\$ 177,989,688	\$ -
INTERNAL SERVICE					
Fleet Services	6,374,156		6,374,156	5,910,638	463,518
Self Insurance	4,598,353	390,820	4,989,173	4,989,173	-
Subtotal	10,972,509	390,820	11,363,329	10,899,811	
ENTERPRISE FUNDS					
Airport	12,667,000		12,667,000	11,985,183	681,817
Transit*	30,392,163	194,900	30,587,063	30,587,063	-
Water	37,203,000		37,203,000	35,594,846	1,608,154
Sanitation	11,065,215		11,065,215	10,977,277	87,938
Cultural Arts Center	1,984,117	203,613	2,187,730	2,187,730	-
Sewer	3,138,000	973,017	4,111,017	4,111,017	-
Emergency Medical Svcs.	11,515,090	12,235	11,527,325	11,527,325	-
Parks & Recreation	7,444,303		7,444,303	7,411,367	32,936
Subtotal	115,408,888	1,383,765	116,792,653	114,381,808	
EXTERNAL FUNDS					
Animal Control	481,686	200	481,886	481,886	-
Section 8 Rental Assist.	6,618,000	310,642	6,928,642	6,928,642	-
Downtown RDA Successor Agency	2,881,403		2,881,403	2,623,403	258,000
Redevelopment Meadow Park Parking Lot	23,850		23,850	23,850	-
Government Cable Communications	1,809,800		1,809,800	1,730,540	79,260
Cable TV Public Access	424,312		424,312	392,669	31,643
Cable Public Educ. Gov.	360,000		360,000	60,000	300,000
Police Inmate Welfare Fund	10,000		10,000	10,000	-
Street Lighting District	3,115,379	400	3,115,779	3,115,779	-
Air Quality Management	172,000	20,011	192,011	192,011	-
Vanpool/Rideshare	256,930		256,930	255,925	1,005
Gas Tax***		1,040,000	1,040,000	1,040,000	-
Prop C		1,521,930	1,521,930	1,521,930	-
Commun. Dev. Block Grant (CDBG)		286,350	286,350	282,800	3,550
Asset Forfeiture		257,900	257,900	257,900	-
Public Property Financing	4,570,520		4,570,520	4,570,520	-
Subtotal	20,723,880	3,437,433	24,161,313	23,487,855	
Less: Internal Service	(10,972,509)	(390,820)	(11,363,329)	(10,899,811)	-
Internal Transfers**	(31,380,109)		(31,380,109)	(31,380,109)	-
TOTAL	\$ 282,742,347	\$ 4,821,198	\$ 287,563,545	\$ 284,479,242	

* Includes depreciation of \$3,789,089 in revenue estimate.

** Includes all internal transfers.

*** Annual Gas Tax revenue is approx. \$3.5 million with \$1,040,000 used for operations.

**2014-15 AMENDED (YEAR 2 of 2 YEAR BUDGET)
OPERATING BUDGET SUMMARY**

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Budget Modifications Revenues	Expenses	Ending Balance
GENERAL FUND	\$ 176,338,128	\$ -	\$ 176,338,128	\$ 176,338,128		\$ -	\$ -
INTERNAL SERVICE							
Fleet Services	6,473,136		6,473,136	5,958,188			514,948
Self Insurance	4,598,353	488,526	5,086,879	5,086,879			-
Subtotal	11,071,489	488,526	11,560,015	11,045,067	-	-	
ENTERPRISE FUNDS							
Airport	12,605,000		12,605,000	12,176,249	-		428,751
Transit*	30,402,020		30,402,020	30,402,020	-	-	-
Water	38,643,000		38,643,000	37,921,549		-	721,451
Sanitation	11,299,172		11,299,172	11,084,265		-	214,907
Cultural Arts Center	1,984,117	227,806	2,211,923	2,211,923		-	-
Sewer	3,118,000	1,233,121	4,351,121	4,351,121		-	-
Emergency Medical Svcs.	11,778,390	12,235	11,790,625	11,790,625		-	-
Parks & Recreation	7,666,363	52,072	7,718,435	7,718,435	-	-	-
Subtotal	117,496,062	1,525,234	119,021,296	117,656,187	-	-	
EXTERNAL FUNDS							
Animal Control	475,833		475,833	475,833			-
Section 8 Rental Assist.	6,377,500	569,542	6,947,042	6,947,042			-
Downtown RDA Successor Agency	2,809,504	9,899	2,819,403	2,819,403			-
Redevelopment Meadow Park Parking Lot	23,850		23,850	23,850			-
Government Cable Communications	1,809,800		1,809,800	1,785,305			24,495
Cable TV Public Access	424,312		424,312	392,950			31,362
Cable Public Educ. Gov.	360,000		360,000	60,000			300,000
Police Inmate Welfare Fund	10,000		10,000	10,000			-
Street Lighting District	3,130,161	9,311	3,139,472	3,139,472			-
Air Quality Management	172,000	20,145	192,145	192,145			-
Vanpool/Rideshare	256,930	5,298	262,228	262,228			-
Gas Tax***		1,040,000	1,040,000	1,040,000			-
Prop C		1,451,930	1,451,930	1,451,930			-
Commun. Dev. Block Grant (CDBG)		-	-	-			-
Asset Forfeiture		271,000	271,000	271,000			-
Public Property Financing	3,730,191		3,730,191	3,730,191			-
Subtotal	19,580,081	3,377,125	22,957,206	22,601,349	-	-	
Less: Internal Service Internal Transfers**	(11,071,489) (32,122,552)	(488,526)	(11,560,015) (32,122,552)	(11,045,067) (32,122,552)			- -
TOTAL	\$ 281,291,719	\$ 4,902,359	\$ 286,194,078	\$ 284,473,112	\$ -	\$ -	

* Includes depreciation of \$3,789,089 in revenue estimate.

** Includes all internal transfers.

*** Annual Gas Tax revenue is approx. \$3.5 million with \$1,040,000 used for operations.

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REVENUE SUMMARY ALL FUNDS

Description	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (as of 7/2013)	2014-15 Amended
General Fund	\$ 163,305,736	\$ 159,778,458	\$ 161,820,853	\$ 177,287,983	\$ 177,989,688	\$ 176,338,128
Internal Service Funds	10,200,522	10,557,448	10,401,357	10,667,605	10,972,509	11,071,489
Enterprise Funds	95,469,888	109,827,155	107,570,148	111,780,602	111,619,799	113,706,973
External Funds	31,929,074	40,197,976	21,403,468	30,602,400	20,723,880	19,580,081
Grand Total All Funds	\$ 300,905,221	\$ 320,361,036	\$ 301,195,826	\$ 330,338,590	\$ 321,305,876	\$ 320,696,671
GENERAL FUND REVENUES						
Property Taxes	\$ 39,803,760	\$ 40,165,786	\$ 42,067,245	\$ 43,415,050	\$ 45,227,977	\$ 45,227,977
Taxes Other Than Property	92,055,603	95,865,443	97,601,733	103,715,792	107,253,636	106,929,825
Licenses and Permits	1,639,218	1,919,074	2,044,557	1,969,186	2,006,240	2,330,051
Revenues from Other Agencies	2,060,138	1,452,071	1,424,720	1,410,000	1,410,000	1,410,000
Fines and Forfeitures	1,084,493	1,225,781	1,009,814	1,330,000	1,330,000	1,330,000
Use of Money and Property	2,368,827	2,675,945	109,109	2,716,662	2,759,162	2,763,502
Charges for Current Service	4,621,198	4,254,521	4,427,904	5,158,465	5,233,695	5,242,695
Other Revenues	19,672,500	12,219,837	13,135,771	17,572,828	12,768,978	11,104,078
Non-Recurring Revenues	-	-	-	-	-	-
Total General Fund	\$ 163,305,736	\$ 159,778,458	\$ 161,820,853	\$ 177,287,983	\$ 177,989,688	\$ 176,338,128
INTERNAL SERVICE FUND REVENUES						
Fleet Services	\$ 6,476,351	\$ 6,896,845	\$ 6,576,066	\$ 6,519,252	\$ 6,374,156	\$ 6,473,136
Self Insurance	3,724,171	3,660,603	3,825,291	4,148,353	4,598,353	4,598,353
Total Internal Service Fund	\$ 10,200,522	\$ 10,557,448	\$ 10,401,357	\$ 10,667,605	\$ 10,972,509	\$ 11,071,489
ENTERPRISE FUNDS REVENUES						
Airport	\$ 10,962,443	\$ 11,989,129	\$ 11,805,854	\$ 12,179,000	\$ 12,667,000	\$ 12,605,000
Transit System	21,924,309	28,966,867	24,522,705	27,345,377	26,603,074	26,612,931
Water	30,295,271	34,178,515	36,316,536	37,193,000	37,203,000	38,643,000
Emergency Medical Services	10,266,145	10,706,211	11,005,566	11,434,390	11,515,090	11,778,390
Sanitation	10,966,985	10,818,487	11,261,114	11,065,215	11,065,215	11,299,172
Cultural Arts Center	1,879,189	1,860,909	1,865,273	1,984,117	1,984,117	1,984,117
Sewer	1,728,230	3,052,574	3,245,624	3,133,000	3,138,000	3,118,000
Parks and Recreation	7,447,316	8,254,463	7,547,476	7,446,503	7,444,303	7,666,363
Total Enterprise Funds	\$ 95,469,888	\$ 109,827,155	\$ 107,570,148	\$ 111,780,602	\$ 111,619,799	\$ 113,706,973
EXTERNAL FUND REVENUES						
Animal Control	\$ 406,451	\$ 322,668	\$ 314,227	\$ 477,540	\$ 481,686	\$ 475,833
Home Improvement Employ Program	251,911	200,836	-	-	-	-
Section 8 Rental Assistance	6,627,217	6,567,121	6,214,211	6,618,000	6,618,000	6,377,500
Rehabilitation Loan Program (HCD)	36,900	-	-	-	-	-
Downtown RDA Successor Agency	14,521,948	22,805,150	4,397,039	6,721,665	2,881,403	2,809,504
RDA Successor Agency - Housing	-	-	-	-	-	-
Redev. Meadow Park Parking Lot	-	21,374	26,280	23,850	23,850	23,850
Government Cable Communications	1,746,217	1,838,799	1,917,956	1,809,800	1,809,800	1,809,800
Cable TV Public Access	423,637	438,675	423,403	424,312	424,312	424,312
Cable TV Public Educ. Government	338,557	355,584	373,439	360,000	360,000	360,000
Police Inmate Welfare Fund	2,185	-	-	10,000	10,000	10,000
Street Lighting District	2,628,942	2,727,338	2,751,532	3,109,879	3,115,379	3,130,161
Vanpool/Rideshare	201,081	231,694	233,586	256,930	256,930	256,930
Air Quality Management	166,912	185,021	177,815	172,000	172,000	172,000
Public Property Financing	4,577,116	4,503,716	4,573,980	10,618,424	4,570,520	3,730,191
Total External Funds	\$ 31,929,074	\$ 40,197,976	\$ 21,403,468	\$ 30,602,400	\$ 20,723,880	\$ 19,580,081

EXPENDITURE SUMMARY ALL FUNDS

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (as of 7/2013)	2014-15 Amended
General Fund Operating Budget:						
City Attorney	\$ 1,979,053	\$ 2,015,073	\$ 1,956,991	\$ 2,289,962	\$ 2,302,391	\$ 2,311,151
City Clerk	858,300	963,130	969,792	1,146,915	1,002,892	999,671
City Council/Commissions	526,656	450,067	451,812	510,145	511,274	502,374
City Manager	2,754,553	2,783,968	2,482,379	2,758,462	2,770,077	2,752,704
City Treasurer	721,924	858,966	908,262	950,876	954,540	843,950
Civil Service	379,967	398,197	434,528	349,124	350,299	340,745
Communications & Info System	4,437,168	4,264,322	4,362,215	4,604,946	4,631,568	4,504,854
Community Development	7,750,315	6,933,886	6,965,398	7,368,757	7,383,314	6,957,790
Community Services	14,110,944	13,604,157	13,576,596	14,738,894	14,788,722	15,272,391
Finance	3,601,911	4,008,899	3,965,583	4,417,684	4,439,375	4,391,394
Fire	26,098,588	25,439,684	26,480,192	26,621,318	26,749,526	26,849,565
General Services	3,602,306	3,470,914	3,267,290	3,994,450	4,023,674	3,958,732
Human Resources	2,375,288	1,881,350	1,830,818	2,299,543	2,284,008	2,328,422
Police	61,935,107	64,792,012	65,486,432	68,345,983	68,860,570	70,536,356
Public Works	10,622,205	10,161,410	11,155,045	11,570,656	11,616,592	11,695,539
Non-Departmental/Insurance	21,074,553	32,893,177	18,927,998	25,320,268	25,320,866	22,092,490
Total General Fund	\$ 162,828,838	\$ 174,919,212	\$ 163,221,331	\$ 177,287,983	\$ 177,989,688	\$ 176,338,128
Internal Service:						
Fleet Services	5,545,666	5,307,101	5,250,193	5,894,756	5,910,638	5,958,188
Self Insurance	6,488,624	4,580,611	4,840,764	4,985,107	4,989,173	5,086,879
Total Internal Service	\$ 12,034,290	\$ 9,887,712	\$ 10,090,957	\$ 10,879,863	\$ 10,899,811	\$ 11,045,067
Enterprise Funds:						
Airport	11,292,455	11,575,358	12,469,294	12,196,790	11,985,183	12,176,249
Transit	21,940,787	19,628,358	24,793,976	31,389,466	30,587,063	30,402,020
Water	29,203,295	32,481,739	37,323,714	35,572,269	35,594,846	37,921,549
Sanitation	12,135,640	11,465,307	11,396,473	11,097,634	10,977,277	11,084,265
Cultural Arts Center	2,136,590	1,975,946	1,908,881	2,178,131	2,187,730	2,211,923
Sewer	2,519,459	4,905,709	3,830,044	4,092,658	4,111,017	4,351,121
Emergency Medical Services	10,266,145	10,706,211	11,168,509	11,446,625	11,527,325	11,790,625
Parks and Recreation	7,976,055	7,742,431	7,354,414	7,410,589	7,411,367	7,718,435
Total Enterprise	\$ 97,470,426	\$ 100,481,059	\$ 110,245,305	\$ 115,384,162	\$ 114,381,808	\$ 117,656,187
External Funds:						
Home Improv. Empl. Program	251,911	145,364	-	-	-	-
Animal Control	405,402	337,544	335,354	479,240	481,886	475,833
Section 8 Rental Assistance	6,568,858	6,470,543	6,517,808	6,926,242	6,928,642	6,947,042
Rehab. Loan Program (HCD)	-	-	-	-	-	-
Downtown RDA Successor Agency	14,224,858	5,686,955	8,012,593	6,721,665	2,623,403	2,819,403
RDA Successor Agency - Housing	-	-	-	-	-	-
Redev. Meadow Park Parking Lot	17,340	16,500	16,500	23,850	23,850	23,850
Gov. Cable Communications	1,600,251	1,570,738	1,582,859	1,727,555	1,730,540	1,785,305
Cable TV Public Access	418,455	374,988	371,668	392,103	392,669	392,950
Cable Public Educ. Gov.	-	150,000	98,784	60,000	60,000	60,000
Police Inmate Welfare Fund	3,293	-	-	10,000	10,000	10,000
Air Quality Management	162,514	180,608	142,721	192,011	192,011	192,145
Vanpool/Rideshare	201,081	231,694	233,586	255,925	255,925	262,228
Gas Tax	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000
General Fund Capital Projects	-	300,000	-	-	-	-
Prop C	206,775	377,923	2,474,540	1,321,930	1,521,930	1,451,930
Asset Forfeiture	-	-	-	256,500	257,900	271,000
Street Lighting District	2,628,942	2,727,338	2,751,532	3,112,979	3,115,779	3,139,472
Community Dev. Block Grant (CDBG)	-	-	-	282,000	282,800	-
Public Property Financing	4,576,230	4,571,180	4,576,656	10,618,424	4,570,520	3,730,191
Total External	\$ 32,305,910	\$ 33,942,244	\$ 28,154,601	\$ 33,420,424	\$ 23,487,855	\$ 22,601,349
Less:						
Internal Service Charges	(12,034,290)	(9,887,712)	(10,090,957)	(10,879,863)	(10,899,811)	(11,045,067)
Internal Transfers	(31,250,000)	(30,540,000)	(28,855,000)	(42,765,909)	(31,380,109)	(32,122,552)
TOTAL	\$ 261,355,175	\$ 278,802,515	\$ 272,766,237	\$ 283,326,660	\$ 284,479,242	\$ 284,473,112

2013-14 ADOPTED (YEAR 1 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
General Fund Operating Budget:					
City Attorney	1,924,256	40,360	211,025	34,934	49,896
City Clerk	841,044	36,352	182,314	2,692	71,380
City Council/Commissions	119,200	48,016	105,146	154,722	80,811
City Manager	2,022,986	160,430	342,165	126,656	74,158
City Treasurer	748,463	7,559	159,830	7,550	17,460
Civil Service	225,718	22,300	51,800	6,750	18,571
Commun. & Info. Technology	3,759,760	825,785	538,637	44,754	200,786
Community Development	6,315,489	245,515	270,541	54,147	316,262
Community Services	11,017,800	1,729,617	1,288,191	45,526	549,783
Finance	3,784,240	116,980	184,529	20,830	241,473
Fire	24,668,568	965,067	301,012	61,620	489,052
General Services	2,691,735	1,436,077	723,898	17,070	94,814
Human Resources	1,597,520	238,099	303,481	61,201	95,697
Police	63,143,789	2,269,474	743,498	228,962	1,353,956
Public Works	7,037,733	2,843,152	1,344,154	26,938	247,961
Non-Departmental/Insurance	927,332	1,606,237	605,000	14,096	-
Total General Fund	\$ 130,825,633	\$ 12,591,020	\$ 7,355,221	\$ 908,448	\$ 3,902,060
Internal Service:					
Fleet Services	3,113,475	346,119	62,016	20,300	110,920
Self Insurance	708,000	20,995	163,379	6,800	19,660
Total Internal Service	\$ 3,821,475	\$ 367,114	\$ 225,395	\$ 27,100	\$ 130,580
Enterprise Funds:					
Airport	1,559,444	375,994	522,351	32,107	438,570
Transit	14,945,557	5,827,181	2,976,830	127,000	3,377,356
Water	5,402,692	1,982,164	1,134,472	42,275	1,222,502
Sanitation	4,316,626	3,240,992	2,325,318	11,355	758,602
Cultural Arts Center	1,503,726	125,358	336,256	12,400	109,540
Sewer	1,824,371	319,114	541,332	8,014	389,787
Emergency Medical Services	10,277,777	324,582	16,031	16,000	-
Parks and Recreation	4,344,597	1,103,714	1,141,299	9,320	761,030
Total Enterprise	\$ 44,174,790	\$ 13,299,099	\$ 8,993,889	\$ 258,471	\$ 7,057,387
External Funds:					
Home Improv. Empl. Program	-	-	-	-	-
Animal Control	356,200	9,000	95,000	3,000	16,040
Section 8 Rental Assistance	530,100	6,194,115	43,027	5,000	119,000
Rehab. Loan Program (HCD)	-	-	-	-	-
Downtown RDA Successor Agency	-	6,500	8,000	-	-
Redev. Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	867,222	65,363	181,038	8,500	76,495
Cable TV Public Access	306,311	20,111	19,500	3,100	34,959
Cable Public Educ. Gov.	-	-	-	-	-
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	45,629	78,662	67,720	-	-
Vanpool/Rideshare	79,565	170,510	5,600	250	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Asset Forfeiture	256,500	-	-	-	-
Street Lighting District	654,466	585,916	1,872,597	-	-
Community Dev. Block Grant (CDBG)	213,500	63,000	5,500	-	-
Public Property Financing	-	-	-	-	-
Total External	\$ 3,309,493	\$ 7,203,177	\$ 2,321,832	\$ 19,850	\$ 246,494
Less:					
Internal Service Charges	\$ (3,821,475)	\$ (367,114)	\$ (225,395)	\$ (27,100)	\$ (130,580)
Internal Transfers	-	-	-	-	-
TOTAL	\$ 178,309,916	\$ 33,093,296	\$ 18,670,942	\$ 1,186,769	\$ 11,205,941

2013-14 ADOPTED (YEAR 1 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY
(Continued)

	Capital Acquisitions	Other	Material Reimbursements	Net Total
General Fund Operating Budget:				
City Attorney	-	29,491	-	\$ 2,289,962
City Clerk	-	13,133	-	\$ 1,146,915
City Council/Commissions	-	2,250	-	\$ 510,145
City Manager	11,500	20,567	-	\$ 2,758,462
City Treasurer	2,500	7,514	-	\$ 950,876
Civil Service	-	23,985	-	\$ 349,124
Commun. & Info. Technology	1,000	134,577	(900,353)	\$ 4,604,946
Community Development	2,200	171,103	(6,500)	\$ 7,368,757
Community Services	37,000	233,027	(162,050)	\$ 14,738,894
Finance	-	69,632	-	\$ 4,417,684
Fire	202,844	212,807	(279,652)	\$ 26,621,318
General Services	5,500	65,170	(1,039,814)	\$ 3,994,450
Human Resources	-	24,845	(21,300)	\$ 2,299,543
Police	-	660,770	(54,466)	\$ 68,345,983
Public Works	28,750	706,984	(665,016)	\$ 11,570,656
Non-Departmental/Insurance		30,076,307	(7,908,704)	\$ 25,320,268
Total General Fund	\$ 291,294	\$ 32,452,162	\$ (11,037,855)	\$ 177,287,983
Internal Service:				
Fleet Services	2,273,756	(31,830)	-	\$ 5,894,756
Self Insurance	-	4,066,273	-	\$ 4,985,107
Total Internal Service	\$ 2,273,756	\$ 4,034,443	\$ -	\$ 10,879,863
Enterprise Funds:				
Airport	-	9,268,324	-	\$ 12,196,790
Transit	-	4,135,542	-	\$ 31,389,466
Water	56,200	25,739,964	(8,000)	\$ 35,572,269
Sanitation	-	487,341	(42,600)	\$ 11,097,634
Cultural Arts Center	-	90,851	-	\$ 2,178,131
Sewer	4,700	1,008,340	(3,000)	\$ 4,092,658
Emergency Medical Services	50,000	762,235	-	\$ 11,446,625
Parks and Recreation	8,500	42,129	-	\$ 7,410,589
Total Enterprise	\$ 119,400	\$ 41,534,726	\$ (53,600)	\$ 115,384,162
External Funds:				
Home Improv. Empl. Program	-	-	-	\$ -
Animal Control	-	-	-	\$ 479,240
Section 8 Rental Assistance	35,000	-	-	\$ 6,926,242
Rehab. Loan Program (HCD)	-	-	-	\$ -
Downtown RDA Successor Agency	-	6,707,165	-	\$ 6,721,665
Redev. Meadow Park Parking Lot	-	-	-	\$ 23,850
Gov. Cable Communications	-	551,137	(22,200)	\$ 1,727,555
Cable TV Public Access	-	8,122	-	\$ 392,103
Cable Public Educ. Gov.	60,000	-	-	\$ 60,000
Police Inmate Welfare Fund	-	-	-	\$ 10,000
Air Quality Management	-	-	-	\$ 192,011
Vanpool/Rideshare	-	-	-	\$ 255,925
Gas Tax	-	1,040,000	-	\$ 1,040,000
Prop C	-	1,321,930	-	\$ 1,321,930
Asset Forfeiture	-	-	-	\$ 256,500
Street Lighting District	-	-	-	\$ 3,112,979
Community Dev. Block Grant (CDBG)	-	-	-	\$ 282,000
Public Property Financing	-	10,618,424	-	\$ 10,618,424
Total External	\$ 95,000	\$ 20,246,778	\$ (22,200)	\$ 33,420,424
Less:				
Internal Service Charges	\$ (2,273,756)	\$ (4,034,443)	\$ -	\$ (10,879,863)
Internal Transfers	-	(42,765,909)	-	\$ (42,765,909)
TOTAL	\$ 505,694	\$ 51,467,757	\$ (11,113,655)	\$ 283,326,660

**2014-15 ADOPTED (YEAR 2 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY**

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
General Fund Operating Budget:					
City Attorney	1,934,156	40,360	211,025	34,934	52,425
City Clerk	845,344	36,352	32,314	2,692	73,057
City Council/Commissions	119,700	48,016	105,146	154,722	81,440
City Manager	2,032,986	160,430	342,165	126,656	75,773
City Treasurer	751,263	7,559	159,830	7,550	18,324
Civil Service	226,818	22,300	51,800	6,750	18,646
Commun. & Info. Technology	3,779,060	935,085	538,137	44,754	208,608
Community Development	6,328,489	245,515	266,041	54,147	322,319
Community Services	11,059,600	1,729,617	1,288,191	45,526	557,811
Finance	3,802,540	116,980	184,529	20,830	244,864
Fire	24,787,168	965,067	301,012	61,620	498,660
General Services	2,718,735	1,436,077	723,898	17,070	97,375
Human Resources	1,605,220	238,099	278,481	61,201	97,462
Police	63,612,889	2,269,474	743,498	228,962	1,399,443
Public Works	7,083,233	2,839,152	1,344,154	26,938	252,397
Non-Departmental/Insurance	4,081,063	2,727,633	605,000	14,096	-
Total General Fund	\$ 134,768,264	\$ 13,817,716	\$ 7,175,221	\$ 908,448	\$ 3,998,604
Internal Service:					
Fleet Services	3,126,975	346,119	62,016	20,300	113,302
Self Insurance	711,600	20,995	163,379	6,800	20,126
Total Internal Service	\$ 3,838,575	\$ 367,114	\$ 225,395	\$ 27,100	\$ 133,428
Enterprise Funds:					
Airport	1,455,944	375,994	522,351	32,107	421,519
Transit	15,007,457	5,072,199	2,765,465	127,000	3,479,400
Water	5,416,392	1,982,164	1,148,162	42,275	1,234,224
Sanitation	4,338,126	3,228,992	2,334,346	11,355	764,813
Cultural Arts Center	1,510,826	125,358	336,256	12,400	112,039
Sewer	1,836,971	319,114	543,116	8,014	393,762
Emergency Medical Services	10,328,477	324,582	16,031	16,000	-
Parks and Recreation	4,334,497	1,103,714	1,141,299	9,320	771,908
Total Enterprise	\$ 44,228,690	\$ 12,532,117	\$ 8,807,026	\$ 258,471	\$ 7,177,665
External Funds:					
Home Improv. Empl. Program	-	-	-	-	-
Animal Control	357,700	9,000	95,000	3,000	17,186
Section 8 Rental Assistance	532,500	6,194,115	43,027	5,000	119,000
Rehab. Loan Program (HCD)	-	-	-	-	-
Downtown RDA Successor Agency	53,900	49,000	8,000	-	-
Redev. Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	869,122	65,363	181,038	8,500	77,580
Cable TV Public Access	306,311	20,111	19,500	3,100	35,525
Cable Public Educ. Gov.	-	-	-	-	-
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	45,629	78,662	67,720	-	-
Vanpool/Rideshare	79,565	170,510	5,600	250	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Asset Forfeiture	257,900	-	-	-	-
Street Lighting District	657,266	585,916	1,872,597	-	-
Community Dev. Block Grant (CDBG)	214,300	63,000	5,500	-	-
Public Property Financing	-	-	-	-	-
Total External	\$ 3,374,193	\$ 7,245,677	\$ 2,321,832	\$ 19,850	\$ 249,291
Less:					
Internal Service Charges	\$ (3,838,575)	\$ (367,114)	\$ (225,395)	\$ (27,100)	\$ (133,428)
Internal Transfers	-	-	-	-	-
TOTAL	\$ 182,371,147	\$ 33,595,510	\$ 18,304,079	\$ 1,186,769	\$ 11,425,560

2014-15 ADOPTED (YEAR 2 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY
(Continued)

	Capital Acquisitions	Other	Material Reimbursements	Net Total
General Fund Operating Budget:				
City Attorney	-	29,491	-	\$ 2,302,391
City Clerk	-	13,133	-	\$ 1,002,892
City Council/Commissions	-	2,250	-	\$ 511,274
City Manager	11,500	20,567	-	\$ 2,770,077
City Treasurer	2,500	7,514	-	\$ 954,540
Civil Service	-	23,985	-	\$ 350,299
Commun. & Info. Technology	1,000	134,577	(1,009,653)	\$ 4,631,568
Community Development	2,200	171,103	(6,500)	\$ 7,383,314
Community Services	37,000	233,027	(162,050)	\$ 14,788,722
Finance	-	69,632	-	\$ 4,439,375
Fire	202,844	212,807	(279,652)	\$ 26,749,526
General Services	5,500	65,170	(1,040,151)	\$ 4,023,674
Human Resources	-	24,845	(21,300)	\$ 2,284,008
Police	-	660,770	(54,466)	\$ 68,860,570
Public Works	28,750	706,984	(665,016)	\$ 11,616,592
Non-Departmental/Insurance		24,820,980	(6,927,906)	\$ 25,320,866
Total General Fund	\$ 291,294	\$ 27,196,835	\$ (10,166,694)	\$ 177,989,688
Internal Service:				
Fleet Services	2,128,660	113,266	-	\$ 5,910,638
Self Insurance	-	4,066,273	-	\$ 4,989,173
Total Internal Service	\$ 2,128,660	\$ 4,179,539	\$ -	\$ 10,899,811
Enterprise Funds:				
Airport	-	9,177,268	-	\$ 11,985,183
Transit	-	4,135,542	-	\$ 30,587,063
Water	56,200	25,723,429	(8,000)	\$ 35,594,846
Sanitation	-	342,245	(42,600)	\$ 10,977,277
Cultural Arts Center	-	90,851	-	\$ 2,187,730
Sewer	4,700	1,008,340	(3,000)	\$ 4,111,017
Emergency Medical Services	50,000	792,235	-	\$ 11,527,325
Parks and Recreation	8,500	42,129	-	\$ 7,411,367
Total Enterprise	\$ 119,400	\$ 41,312,039	\$ (53,600)	\$ 114,381,808
External Funds:				
Home Improv. Empl. Program	-	-	-	\$ -
Animal Control	-	-	-	\$ 481,886
Section 8 Rental Assistance	35,000	-	-	\$ 6,928,642
Rehab. Loan Program (HCD)	-	-	-	\$ -
Downtown RDA Successor Agency	-	2,512,503	-	\$ 2,623,403
Redev. Meadow Park Parking Lot	-	-	-	\$ 23,850
Gov. Cable Communications	-	551,137	(22,200)	\$ 1,730,540
Cable TV Public Access	-	8,122	-	\$ 392,669
Cable Public Educ. Gov.	60,000	-	-	\$ 60,000
Police Inmate Welfare Fund	-	-	-	\$ 10,000
Air Quality Management	-	-	-	\$ 192,011
Vanpool/Rideshare	-	-	-	\$ 255,925
Gas Tax	-	1,040,000	-	\$ 1,040,000
Prop C	-	1,521,930	-	\$ 1,521,930
Asset Forfeiture	-	-	-	\$ 257,900
Street Lighting District	-	-	-	\$ 3,115,779
Community Dev. Block Grant (CDBG)	-	-	-	\$ 282,800
Public Property Financing	-	4,570,520	-	\$ 4,570,520
Total External	\$ 95,000	\$ 10,204,212	\$ (22,200)	\$ 23,487,855
Less:				
Internal Service Charges	\$ (2,128,660)	\$ (4,179,539)	\$ -	\$ (10,899,811)
Internal Transfers	-	(31,380,109)	-	\$ (31,380,109)
TOTAL	\$ 505,694	\$ 47,332,977	\$ (10,242,494)	\$ 284,479,242

2014-15 AMENDED (YEAR 2 of 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
General Fund Operating Budget:					
City Attorney	1,942,768	37,852	213,630	34,837	52,425
City Clerk	842,044	36,352	32,314	2,692	73,057
City Council/Commissions	110,800	48,016	105,146	154,722	81,440
City Manager	2,015,709	160,430	342,165	126,656	75,773
City Treasurer	640,383	7,559	159,830	7,550	18,324
Civil Service	217,718	22,300	51,800	6,750	18,646
Commun. & Info. Technology	3,646,322	841,988	680,338	44,754	198,197
Community Development	5,939,670	230,323	267,041	57,663	324,552
Community Services	11,375,908	1,787,617	1,391,391	47,526	558,111
Finance	3,705,837	105,980	245,529	20,830	244,864
Fire	24,874,938	965,067	310,012	61,620	501,329
General Services	2,653,793	1,436,177	723,898	17,070	97,275
Human Resources	1,618,920	238,560	308,020	61,201	97,462
Police	65,271,179	2,285,378	746,998	218,962	1,403,999
Public Works	7,159,735	2,839,152	1,344,454	26,938	254,597
Non-Departmental/Insurance	2,064,168	1,572,277	605,000	14,096	-
Total General Fund	\$ 134,079,892	\$ 12,615,028	\$ 7,527,566	\$ 903,867	\$ 4,000,051
Internal Service:					
Fleet Services	3,174,504	346,119	62,016	20,300	113,302
Self Insurance	714,500	20,995	163,379	6,800	25,126
Total Internal Service	\$ 3,889,004	\$ 367,114	\$ 225,395	\$ 27,100	\$ 138,428
Enterprise Funds:					
Airport	1,627,190	375,994	522,351	32,107	441,456
Transit	15,383,479	4,370,613	2,890,720	127,000	3,475,467
Water	5,750,935	2,057,164	1,148,162	42,275	1,294,081
Sanitation	4,438,185	3,227,012	2,364,346	11,355	786,286
Cultural Arts Center	1,535,056	125,258	336,256	12,400	112,139
Sewer	1,987,010	319,114	596,112	8,014	423,473
Emergency Medical Services	10,548,777	344,582	17,031	18,000	-
Parks and Recreation	4,482,964	1,081,480	1,207,199	9,320	771,322
Total Enterprise	\$ 45,753,596	\$ 11,901,217	\$ 9,082,177	\$ 260,471	\$ 7,304,224
External Funds:					
Home Improv. Empl. Program	-	-	-	-	-
Animal Control	351,647	9,000	95,000	3,000	17,186
Section 8 Rental Assistance	531,300	6,194,115	43,027	5,000	123,600
Rehab. Loan Program (HCD)	-	-	-	-	-
Downtown RDA Successor Agency	-	17,000	8,000	-	-
Redev. Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	915,139	69,563	181,038	8,500	80,440
Cable TV Public Access	306,311	20,011	19,500	3,100	35,525
Cable Public Educ. Gov.	-	-	-	-	-
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	45,763	78,662	67,720	-	-
Vanpool/Rideshare	85,868	170,510	5,600	250	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Asset Forfeiture	271,000	-	-	-	-
Street Lighting District	661,556	585,916	1,892,000	-	-
Community Dev. Block Grant (CDBG)	-	-	-	-	-
Public Property Financing	-	-	-	-	-
Total External	\$ 3,168,584	\$ 7,154,777	\$ 2,335,735	\$ 19,850	\$ 256,751
Less:					
Internal Service Charges	\$ (3,889,004)	\$ (367,114)	\$ (225,395)	\$ (27,100)	\$ (138,428)
Internal Transfers	-	-	-	-	-
TOTAL	\$ 183,002,072	\$ 31,671,022	\$ 18,945,478	\$ 1,184,188	\$ 11,561,026

2014-15 AMENDED (YEAR 2 of 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY
(Continued)

	Capital Acquisitions	Other	Material Reimbursements	Net Total
General Fund Operating Budget:				
City Attorney	-	29,639	-	\$ 2,311,151
City Clerk	-	13,212	-	\$ 999,671
City Council/Commissions	-	2,250	-	\$ 502,374
City Manager	11,500	20,471	-	\$ 2,752,704
City Treasurer	2,500	7,804	-	\$ 843,950
Civil Service	-	23,531	-	\$ 340,745
Commun. & Info. Technology	1,000	129,370	(1,037,115)	\$ 4,504,854
Community Development	2,200	174,441	(38,100)	\$ 6,957,790
Community Services	42,000	231,888	(162,050)	\$ 15,272,391
Finance	-	68,354	-	\$ 4,391,394
Fire	202,744	213,507	(279,652)	\$ 26,849,565
General Services	5,500	65,167	(1,040,148)	\$ 3,958,732
Human Resources	-	25,559	(21,300)	\$ 2,328,422
Police	-	664,306	(54,466)	\$ 70,536,356
Public Works	28,750	706,929	(665,016)	\$ 11,695,539
Non-Departmental/Insurance		23,970,257	(6,133,308)	\$ 22,092,490
Total General Fund	\$ 296,194	\$ 26,346,685	\$ (9,431,155)	\$ 176,338,128
Internal Service:				
Fleet Services	2,128,660	113,287	-	\$ 5,958,188
Self Insurance	-	4,156,079	-	\$ 5,086,879
Total Internal Service	\$ 2,128,660	\$ 4,269,366	\$ -	\$ 11,045,067
Enterprise Funds:				
Airport	-	9,177,151	-	\$ 12,176,249
Transit	-	4,154,741	-	\$ 30,402,020
Water	56,200	27,671,145	(98,413)	\$ 37,921,549
Sanitation	-	299,681	(42,600)	\$ 11,084,265
Cultural Arts Center	-	90,814	-	\$ 2,211,923
Sewer	12,058	1,008,340	(3,000)	\$ 4,351,121
Emergency Medical Services	47,000	815,235	-	\$ 11,790,625
Parks and Recreation	8,500	157,650	-	\$ 7,718,435
Total Enterprise	\$ 123,758	\$ 43,374,757	\$ (144,013)	\$ 117,656,187
External Funds:				
Home Improv. Empl. Program	-	-	-	\$ -
Animal Control	-	-	-	\$ 475,833
Section 8 Rental Assistance	50,000	-	-	\$ 6,947,042
Rehab. Loan Program (HCD)	-	-	-	\$ -
Downtown RDA Successor Agency	-	2,794,403	-	\$ 2,819,403
Redev. Meadow Park Parking Lot	-	-	-	\$ 23,850
Gov. Cable Communications	-	552,825	(22,200)	\$ 1,785,305
Cable TV Public Access	-	8,503	-	\$ 392,950
Cable Public Educ. Gov.	60,000	-	-	\$ 60,000
Police Inmate Welfare Fund	-	-	-	\$ 10,000
Air Quality Management	-	-	-	\$ 192,145
Vanpool/Rideshare	-	-	-	\$ 262,228
Gas Tax	-	1,040,000	-	\$ 1,040,000
Prop C	-	1,451,930	-	\$ 1,451,930
Asset Forfeiture	-	-	-	\$ 271,000
Street Lighting District	-	-	-	\$ 3,139,472
Community Dev. Block Grant (CDBG)	-	-	-	\$ -
Public Property Financing	-	3,730,191	-	\$ 3,730,191
Total External	\$ 110,000	\$ 9,577,852	\$ (22,200)	\$ 22,601,349
Less:				
Internal Service Charges	\$ (2,128,660)	\$ (4,269,366)	\$ -	\$ (11,045,067)
Internal Transfers	-	(32,122,552)	-	\$ (32,122,552)
TOTAL	\$ 529,952	\$ 47,176,742	\$ (9,597,368)	\$ 284,473,112

GENERAL FUND AND SELF INSURANCE FUND RESERVES

	Reserve Balances 06/30/2013	2013-14 Sources (Uses)	Projected Reserve Balances 06/30/2014	Funding Goal
<u>CATEGORY 1: CONTINGENCY RESERVES</u>				
Economic Anomaly	\$ 14,534,645	\$ -	\$ 14,534,645	\$ 18,568,477 A)
Program Contingencies	559,492	(70,000)	489,492	(n/a)
Total	\$ 15,094,137	\$ (70,000)	\$ 15,024,137	\$ 18,568,477
<u>CATEGORY 2: SPECIFIC PURPOSE RESERVES</u>				
Economic Development	\$ 1,999,620	\$ (299,814)	\$ 1,699,806	(n/a)
Litigation	500,000	-	500,000	(n/a)
Innovation	195,433	-	195,433	(n/a)
Revolving Nuisance Abatement	80,000	-	80,000	(n/a)
Security Improvements	109,206	-	109,206	(n/a)
Alternative Fuel Vehicles	1,711,164	(350,000)	1,361,164	(n/a)
Total	\$ 4,595,423	\$ (649,814)	\$ 3,945,609	\$ -
<u>CATEGORY 3: FUNDING OF LIABILITIES RESERVES</u>				
Compensated Absences	\$ 1,000,000	\$ -	\$ 1,000,000	Outstanding \$ 20,432,548
General Liability/Workers' Compensation Claims	728,510	(235,000)	493,510	26,403,747 B)
Total	\$ 1,728,510	\$ (235,000)	\$ 1,493,510	\$ 46,836,295

A) Funding Goal is 10% of combined General Fund, Parks & Recreation Fund, Cultural Arts Center Fund, Animal Control Fund and Emergency Medical Services Fund net adopted 2013-14 appropriation level.

B) Based on the Actuarial Study of the Self Insurance Program Report as of fiscal year ending June 30, 2011. A percentage of this balance is funded by annual departmental budget for workers compensation and liability.

RESERVE DESCRIPTION AND FUNDING POLICY

Economic Anomaly Reserve: This reserve was established in fiscal year 1987-88 with two goals. The first was to provide a reserve that would assist the City in the reduction of reliance on year-end carryover to projected balance the next year's budget. Prior to 1988, the City relied upon generating between \$4 million and \$5 million in savings to projected balance the next fiscal year. Pursuant to Council direction, the reserve was established and the use of carryover was phased back over three year period to the current targeted limited use of \$600,000. The second goal of the reserve was to achieve a projected balance equal to 10% of the General Fund, Parks & Recreation Fund, Cultural Arts Center Fund, Animal Control Fund and the Emergency Medical Services Fund net adopted appropriation level as approved by Council for 2013-14. The projected balance of this reserve as of June 30, 2014 is \$14,534,645.

Program Contingencies Reserve: This reserve is to provide funding for program needs or special studies that arise throughout the year that were not anticipated during preparation of the budget. The projected balance of this reserve as of June 30, 2014 is \$489,492.

Economic Development Reserve: This reserve was established as part of the 1993 Capital Improvement Budget. Criteria for the use of funds to stimulate growth in the community were established during fiscal year 1993-94. As funds became available and return is received on the economic investments, the funding goal for this reserve is a minimum of \$500,000. \$100,000 of this reserve funds the annual budget of Economic Development program. The projected balance of this reserve as of June 30, 2014 is \$1,699,806.

Litigation Reserve: This reserve was established in April 1990 to provide a funding source for unanticipated, unbudgeted litigation expenses. Additions to the reserve have been through subsequent year-end carryover allocations, with appropriations from the reserve as approved by City Council during the budget years. There is no firm reserve addition policy; allocations to the reserve from carryover have been based on litigation likely tempered by other reserve requirements. The projected balance of this reserve as of June 30, 2014 is \$500,000.

Innovation Reserve: This reserve was established in the adopted 1995-97 annual budget as a result of budget streamlining. A committee will refine application requirements and review applications, with approval concurrence by the City Manager. The broad principals for department application of the innovation funds are uses of the funds for the following items:

- Reduction of a departmental program cost.
- Holding the line on program costs.
- Improving services to clients (internal and external).
- Improving efficiency of a program or operation.

The projected balance of this reserve as of June 30, 2014 is \$195,433.

Revolving Nuisance Abatement Reserve: This reserve was established in May 1996 for the amount of \$100,000 from the Innovation Fund Reserve to fund maintenance for enforcing building standard codes when property owners are unable to comply. The reserve will be used for contract services to abate building nuisances and hazard on private property. The projected balance of this reserve as of June 30, 2014 is \$80,000.

Security Improvements Reserve: This reserve was established and approved by Council on December 11, 2001 to be use for City facilities security improvements. The projected balance of this reserve as of June 30, 2014 is \$109,206.

Alternative Fuel Vehicles Reserve: This reserve was established and approved by Council on January 10, 2006 for the mandated use of alternative fuel vehicles and funded by the 2004-05 General Fund carryover. The projected balance of this reserve as of June 30, 2014 is \$1,361,164.

Compensated Absences Reserve: This reserve is to provide funding for those employees who exercise individual options to cash in portions of their accrued sick leave and vacation in excess of that provided for annually within the base budget which cannot be absorbed by the departments through year-end salary savings. The reserve has not been drawn upon because year-end salary savings have been available to absorb cash-out overages. The projected balance of this reserve as of June 30, 2014 is \$1,000,000.

General Liability/Workers Compensation Reserve: This reserve was established to be use to fund excess workers compensation and liability claims than what was annually budgeted for in the Self Insurance Fund. The reserves were funded from the General Fund two-thirds loss allocation savings for workers compensation claims and liability claims and also funded by year end carryover from prior fiscal years. The projected balance as of June 30, 2014 is \$493,510.

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CITY OF TORRANCE
Long-Term Debt Schedule

Indebtedness	Original Principal	Maturity date	Outstanding Principal As of 6-30-13	FY'13-14	FY'14-15	FY'15-16
TORRANCE PUBLIC FINANCING AUTHORITY						
Series 2014 Public Property Financing COP	\$ 40,445,000	06/01/2044	\$ -	\$ -	\$ 2,475,558	\$ 2,467,094
Series 2009A Land Acquisition	18,880,000	09/01/2039	17,930,000	1,255,694	1,254,633	1,256,394
Subtotal	59,325,000		17,930,000	1,255,694	3,730,191	3,723,488
Transfers from Airport				(449,815)	(165,283)	(164,653)
Total	59,325,000		17,930,000	805,879	3,564,908	3,558,835
Admin. Fees				24,250	24,250	24,250
Audit Fees				2,000	2,000	2,000
Grand Total Debt Svc. + Fees	59,325,000		17,930,000	832,129	3,591,158	3,585,085
AIRPORT FUND						
Part of 2004A/2004B COP refunding	5,721,935	06/30/2016	697,085	449,815	165,283	164,653
WATER FUND						
2004 Series A Water Revenue Refunding Bonds	5,050,000	03/01/2014	620,000	644,800	-	-
TOTAL	\$ 70,096,935		\$ 19,247,085	\$ 1,926,744	\$ 3,756,441	\$ 3,749,738

Deceased Indebtedness

Series 2004A Torrance Public Financing COP (a)	\$ 19,215,000	06/01/2034	\$ 11,270,000	\$ 277,119	\$ -	\$ -
Series 2004B Torrance Public Financing COP (a)	23,915,000	06/01/2034	23,915,000	616,481	-	-
1998 COP Fire / Police Station (b)	10,300,000	12/01/2028	6,045,000	-	-	-
	53,430,000		41,230,000	893,600	-	-
Interest Earnings(Fire & Police 1998 COP)				(15,200)	-	-
TOTAL	\$ 53,430,000		\$ 41,230,000	\$ 878,400	\$ -	\$ -

(a) - The 2004 A and B Torrance Public Financing Authority COP debt was defeased on April 1, 2014.

(b) - The 1998 COP Fire / Police Station debt was defeased on December 1, 2013.

FY'16-17	FY'17-18	FY'18-19	FY'19-20	FY'20-21	FY'21-22	FY'22-23	FY'23-24	FY'24-25	FY'25-26	13 YEAR TOTAL
\$2,469,144	\$2,475,444	\$2,471,744	\$2,472,944	\$2,471,544	\$2,470,344	\$2,472,144	\$2,473,344	\$2,478,044	\$2,474,081	\$ 29,671,429
1,256,694	1,256,394	1,255,241	1,257,857	1,253,925	1,256,819	1,256,750	1,255,369	1,257,544	1,253,275	16,326,589
3,725,838	3,731,838	3,726,985	3,730,801	3,725,469	3,727,163	3,728,894	3,728,713	3,735,588	3,727,356	45,998,018
-	-	-	-	-	-	-	-	-	-	(779,751)
3,725,838	3,731,838	3,726,985	3,730,801	3,725,469	3,727,163	3,728,894	3,728,713	3,735,588	3,727,356	45,218,267
24,250	24,250	24,250	24,250	24,250	24,250	24,250	24,250	24,250	24,250	315,250
2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	26,000
3,752,088	3,758,088	3,753,235	3,757,051	3,751,719	3,753,413	3,755,144	3,754,963	3,761,838	3,753,606	45,559,517
-	-	-	-	-	-	-	-	-	-	779,751
-	-	-	-	-	-	-	-	-	-	644,800
\$3,752,088	\$3,758,088	\$3,753,235	\$3,757,051	\$3,751,719	\$3,753,413	\$3,755,144	\$3,754,963	\$3,761,838	\$3,753,606	\$ 46,984,068
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	277,119
-	-	-	-	-	-	-	-	-	-	616,481
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	893,600
-	-	-	-	-	-	-	-	-	-	(15,200)
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 878,400

SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY OF THE CITY OF TORRANCE
Long-Term Debt Schedule

Indebtedness	Original Principal	Maturity date	Outstanding Principal As of 6-30-13	FY'13-14	FY'14-15	FY'15-16
1998 Industrial Refunding, B	12,770,000	09/01/2028	7,295,000	1,192,703	642,047	645,453
1999 Industrial Refunding, C	18,500,000	09/01/2028	13,585,000	1,280,285	1,284,356	1,281,656
1998 Downtown Project, A	8,500,000	09/01/2028	6,085,000	578,114	579,100	579,254
TOTAL	<u>\$ 39,770,000</u>		<u>\$ 26,965,000</u>	<u>\$3,051,102</u>	<u>\$2,505,503</u>	<u>\$2,506,363</u>

FY'16-17	FY'17-18	FY'18-19	FY'19-20	FY'20-21	FY'21-22	FY'22-23	FY'23-24	FY'24-25	FY'25-26	13 YEAR TOTAL
642,875	644,313	639,766	639,234	642,437	639,375	640,047	639,313	637,172	638,484	8,883,219
1,282,185	1,280,806	1,277,520	1,277,000	1,274,100	1,273,863	1,271,150	1,270,825	1,272,612	1,271,375	16,597,733
578,575	577,064	574,720	576,320	576,720	576,000	574,160	571,200	571,980	571,360	7,484,567
<u>\$2,503,635</u>	<u>\$2,502,183</u>	<u>\$2,492,006</u>	<u>\$2,492,554</u>	<u>\$2,493,257</u>	<u>\$2,489,238</u>	<u>\$2,485,357</u>	<u>\$2,481,338</u>	<u>\$2,481,764</u>	<u>\$2,481,219</u>	<u>\$ 32,965,519</u>

5 YEAR PROJECTION OF REVENUES AND EXPENSES
GENERAL FUND

	2013-14 Adopted	2014-15 Adopted (7/2013)	2014-15 Amended	2015-16 Projected	2016-17 Projected	2017-18 Projected	2018-19 Projected
Revenues							
Property Taxes	43,415,000	45,228,000	45,228,000	46,916,000	48,523,000	50,191,000	51,922,000
Sales Tax	45,731,000	47,793,000	47,793,000	50,702,000	53,305,000	55,770,000	58,340,000
Other Tax	57,985,000	59,460,000	59,136,000	60,643,000	62,143,000	63,685,000	65,268,000
Licenses and Permits	1,969,000	2,006,000	2,330,000	2,374,000	2,420,000	2,466,000	2,513,000
Grants and Subventions	1,410,000	1,410,000	1,410,000	1,410,000	1,410,000	1,410,000	1,410,000
Fines and Forfeitures	1,330,000	1,330,000	1,330,000	1,330,000	1,330,000	1,330,000	1,330,000
Use of Money and Property	2,717,000	2,759,000	2,764,000	2,807,000	2,852,000	2,899,000	2,947,000
Charges for Services	5,158,000	5,234,000	5,243,000	5,320,000	5,401,000	5,483,000	5,568,000
Other Revenues	3,230,000	4,330,000	3,230,000	3,330,000	3,530,000	3,830,000	3,830,000
Transfers-In	14,343,000	8,439,000	7,874,000	8,099,000	8,330,000	8,569,000	8,814,000
Total Recurring Revenue	\$ 177,288,000	\$ 177,989,000	\$ 176,338,000	\$ 182,931,000	\$ 189,244,000	\$ 195,633,000	\$ 201,942,000
Expenditures							
Salaries & Employee Benefits	141,214,000	146,365,000	146,098,000	151,668,000	157,173,000	162,371,000	168,220,000
Materials Suppl & Maintenance	12,591,000	13,818,000	12,613,000	13,101,000	13,268,000	13,962,000	13,975,000
Prof Services/Contracts & Util	7,355,000	7,175,000	7,530,000	7,718,000	7,911,000	8,108,000	8,311,000
Travel, Training & Membrshp Due	909,000	908,000	904,000	926,000	950,000	973,000	998,000
Depreciation & Amortization	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Liabilities & Other Insurance	1,640,000	1,640,000	1,640,000	1,681,000	1,723,000	1,766,000	1,810,000
Interdepartmental Charges	3,902,000	3,998,000	4,000,000	4,100,000	4,203,000	4,308,000	4,415,000
Debt Service	4,899,000	5,180,000	3,591,000	3,585,000	3,585,000	3,585,000	3,585,000
Capital Acquisitions	291,000	291,000	296,000	296,000	296,000	296,000	296,000
Other Expenditures	109,000	109,000	109,000	109,000	109,000	109,000	109,000
Operating Transfers Out	25,803,000	20,266,000	21,007,000	21,681,000	22,387,000	22,912,000	23,477,000
Other Financing Uses	-	-	-	-	-	-	-
Salaries & Benefit Reimb	(11,576,000)	(11,598,000)	(12,018,000)	(12,318,000)	(12,618,000)	(12,918,000)	(13,218,000)
Reimbursements From Other Fund	(3,939,000)	(4,158,000)	(3,300,000)	(3,300,000)	(3,300,000)	(3,300,000)	(3,300,000)
Reimbursements-Indirect Costs	(5,911,000)	(6,006,000)	(6,133,000)	(6,317,000)	(6,444,000)	(6,540,000)	(6,737,000)
Total Recurring Expenditures	\$ 177,288,000	\$ 177,989,000	\$ 176,338,000	\$ 182,931,000	\$ 189,244,000	\$ 195,633,000	\$ 201,942,000
 Operation Budget Excess/(Deficit)	 \$ -	 \$ -	 \$ -	 \$ -	 \$ -	 \$ -	 \$ -
 Revenues - Non-Recurring	 -	 -	 -	 -	 -	 -	 -
Expenditures - Non-Recurring	-	-	-	-	-	-	-
Total Non-Recurring	-	-	-	-	-	-	-
 Budget Excess/(Deficit) Before Revisions	 \$ -	 \$ -	 \$ -	 \$ -	 \$ -	 \$ -	 \$ -
 Department Revisions	 -	 -	 -	 -	 -	 -	 -
 Budget Excess/(Deficit)	 \$ -	 \$ -	 \$ -	 \$ -	 \$ -	 \$ -	 \$ -

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**5 YEAR PROJECTION OF REVENUES AND EXPENSES
AIRPORT ENTERPRISE FUND**

	2012-13 Actual	2013-14 Amended	2013-14 Projected	2014-15 Proposed
OPERATING REVENUES				
Leased land area rentals	\$ 9,067,591	\$ 9,344,000	\$ 9,250,560	\$ 9,685,000
Hangar and building rentals	2,466,005	2,555,000	2,529,450	2,631,000
Airfield fees and charges	164,678	176,000	173,720	173,000
Other	28,509	14,000	26,386	21,000
Total Operating Revenues	11,726,783	12,089,000	11,980,116	12,510,000
OPERATING EXPENSES				
Salaries and benefits	1,441,017	1,559,444	1,554,885	1,627,190
Materials and supplies	327,448	375,994	325,586	375,994
Professional services	372,076	532,720	486,997	522,351
Depreciation and amortization	371,677	375,000	370,000	375,000
Insurance and claims	16,449	53,169	17,556	53,169
Interdepartmental charges	412,433	438,570	446,271	441,456
Debt service	373,500	399,700	399,700	143,865
Property tax in lieu, leased land rental	1,900,000	1,900,000	1,900,000	1,900,000
Other	39,018	32,107	11,800	32,107
Total Operating Expenses	5,253,618	5,666,704	5,512,795	5,471,132
OPERATING INCOME (LOSS)	6,473,165	6,422,296	6,467,321	7,038,868
NON-OPERATING REVENUES				
Interest income - Operations	79,071	90,000	99,000	95,000
Total Non-Operating Revenues	79,071	90,000	99,000	95,000
NON-OPERATING EXPENSES				
Interest expense	77,000	50,200	50,200	21,418
Total Non-Operating Expenses	77,000	50,200	50,200	21,418
Income (Loss) Before Transfers	6,475,236	6,462,096	6,516,121	7,112,450
OPERATING TRANSFERS TO GENERAL FUND	(6,260,325)	(6,448,134)	(6,448,134)	(6,641,578)
OPERATING TRANSFERS TO OTHER FUNDS	(42,155)	(42,121)	(42,121)	(42,121)
TRANSFERS FROM FUND BALANCE	-	28,159	-	-
NET INCOME (LOSS)	172,756	-	25,866	428,751
Add: Depreciation	371,677	375,000	370,000	375,000
CASH, JULY 1	5,861,707	6,462,618	6,462,618	6,741,758
ADJUSTMENT				
Changes in Balance Sheet Accounts (Net)	91,638	-	-	-
Capital Expenditures	(35,160)	(116,726)	(116,726)	(1,879,721)
Fund Balance adjustment		(28,159)	-	
Projected cash, ending	\$ 6,462,618	\$ 6,692,733	\$ 6,741,758	\$ 5,665,788
Cash Balances by type:				
Cash for Operations	4,212,060	2,181,901	2,257,397	3,058,902
Cash for Appropriated Capital Projects	2,250,558	2,510,832	2,484,361	606,886
Cash Reserved for Future Capital Projects	-	2,000,000	2,000,000	2,000,000
Projected cash, ending	\$ 6,462,618	\$ 6,692,733	\$ 6,741,758	\$ 5,665,788

2015-16 Projected	2016-17 Projected	2017-18 Projected	2018-19 Projected
\$ 10,092,000	\$ 10,359,000	\$ 10,566,000	\$ 10,777,000
2,710,000	2,791,000	2,875,000	2,961,000
178,000	183,000	188,000	194,000
21,000	22,000	23,000	24,000
13,001,000	13,355,000	13,652,000	13,956,000
1,692,000	1,752,000	1,803,000	1,881,000
385,000	395,000	405,000	415,000
535,000	548,000	562,000	576,000
375,000	375,000	375,000	375,000
54,000	55,000	56,000	57,000
458,000	473,000	486,000	506,000
154,000	-	-	-
1,900,000	1,900,000	1,900,000	1,900,000
32,000	32,000	32,000	32,000
5,585,000	5,530,000	5,619,000	5,742,000
7,416,000	7,825,000	8,033,000	8,214,000
100,000	105,000	125,000	131,000
100,000	105,000	125,000	131,000
11,000	-	-	-
11,000	-	-	-
7,505,000	7,930,000	8,158,000	8,345,000
(6,943,000)	(7,390,000)	(7,647,000)	(7,913,000)
(42,000)	(42,000)	(42,000)	(42,000)
-	-	-	-
520,000	498,000	469,000	390,000
375,000	375,000	375,000	375,000
5,665,788	6,002,068	6,875,068	7,719,068
-	-	-	-
(558,720)	-	-	-
\$ 6,002,068	\$ 6,875,068	\$ 7,719,068	\$ 8,484,068
3,953,902	4,826,902	5,670,902	6,435,902
48,166	48,166	48,166	48,166
2,000,000	2,000,000	2,000,000	2,000,000
\$ 6,002,068	\$ 6,875,068	\$ 7,719,068	\$ 8,484,068

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
AIR QUALITY MANAGEMENT DISTRICT**

	2012-13 Actual	2013-14 Amended	2013-14 Projected	2014-15 Proposed
OPERATING REVENUES				
Interest Earnings	\$ 1,553	\$ 2,000	\$ 2,000	\$ 2,000
AQMD Revenues	176,261	170,000	179,000	170,000
Total Operating Revenues	177,814	172,000	181,000	172,000
OPERATING EXPENSES				
Salaries and employee benefits	37,655	45,629	42,024	45,763
Incentive program	41,366	78,662	40,567	78,662
Audit fees	2,200	2,200	2,200	2,200
Other professional services	77,750	65,520	63,688	65,520
Total Operating Expenses	158,971	192,011	148,479	192,145
Net income (loss)	\$ 18,843	\$ (20,011)	\$ 32,521	\$ (20,145)
Cash Beginning	141,275	160,676	160,676	193,197
Changes in balance sheet accounts (Net)	558	-	-	-
Projected cash, ending	\$ 160,676	\$ 140,665	\$ 193,197	\$ 173,052

2015-16 Projected	2016-17 Projected	2017-18 Projected	2018-19 Projected
\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
170,000	170,000	170,000	170,000
172,000	172,000	172,000	172,000
48,000	50,000	51,000	53,000
79,000	79,000	79,000	79,000
2,000	2,000	2,000	2,000
66,000	66,000	66,000	66,000
195,000	197,000	198,000	200,000
\$ (23,000)	\$ (25,000)	\$ (26,000)	\$ (28,000)
173,052	150,052	125,052	99,052
-	-	-	-
\$ 150,052	\$ 125,052	\$ 99,052	\$ 71,052

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
ANIMAL CONTROL FUND**

	2012-13 Actual	2013-14 Amended	2013-14 Projected	2014-15 Proposed
Operating Revenues				
Animal license fees	\$ 226,351	\$ 222,000	\$ 229,030	\$ 222,000
Donations/Private Sources	107	-	400	-
Miscellaneous	7,321	-	6,556	-
Total operating revenues	233,779	222,000	235,986	222,000
Operating Expenses				
Salaries and benefits	256,011	356,200	303,203	351,647
Materials and supplies	3,938	9,000	5,138	9,000
Professional/contract services	58,394	95,000	79,395	95,000
Interdepartmental charges	15,900	16,040	15,994	17,186
Others	1,110	3,000	1,940	3,000
Total operating expenses	335,353	479,240	405,670	475,833
Income (loss) before transfers	(101,574)	(257,240)	(169,684)	(253,833)
Operating Transfers In	80,447	255,540	169,684	253,833
Transfers from Fund Balance	-	-	-	-
Income (Loss)	\$ (21,127)	\$ (1,700)	\$ -	\$ -
Add:				
Cash, beginning	-	16,972	16,972	-
Increase/decrease balance sheet items	38,099	(16,972)	(16,972)	-
Transfers from Fund Balance	-	-	-	-
Projected cash, ending	\$ 16,972	\$ (1,700)	\$ -	\$ -

* - Fee Study to be completed to increase fees to cover associated costs of program is included in projections for 2015-16 and succeeding years.

2015-16	2016-17	2017-18	2018-19
Projected *	Projected *	Projected *	Projected *
\$ 242,000	\$ 262,000	\$ 282,000	\$ 302,000
-	-	-	-
-	-	-	-
242,000	262,000	282,000	302,000
366,000	379,000	390,000	407,000
9,000	9,000	9,000	9,000
97,000	99,000	101,000	104,000
18,000	19,000	20,000	21,000
3,000	3,000	3,000	3,000
493,000	509,000	523,000	544,000
(251,000)	(247,000)	(241,000)	(242,000)
251,000	247,000	241,000	242,000
-	-	-	-
\$ -	\$ -	\$ -	\$ -
-	-	-	-
-	-	-	-
-	-	-	-
\$ -	\$ -	\$ -	\$ -

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
CABLE FUND - COMBINED**

	2012-13 Actual	2013-14 Amended	2013-14 Projected	2014-15 Proposed
OPERATING REVENUES				
Franchise Fees	\$ 1,864,939	\$ 1,750,000	\$ 1,830,000	\$ 1,750,000
Cable TV Access Fees	-	-	-	-
Public Educational Gov. Fee	373,439	360,000	365,000	360,000
Miscellaneous	4,186	6,500	2,535	6,500
TCTV Workshops	1,065	412	500	412
Total Operating Revenues	2,243,629	2,116,912	2,198,035	2,116,912
OPERATING EXPENSES				
Salaries and employee benefits	1,033,219	1,173,533	1,151,412	1,221,450
Materials and supplies	52,791	63,274	51,100	67,374
Professional services	189,952	200,538	187,113	200,538
Insurance and Claims	6,614	13,021	6,614	13,021
Interdepartmental charges	110,351	111,454	111,454	115,965
Capital outlay	27,127	85,590	85,590	60,000
Other	5,058	11,600	8,050	11,600
Total Operating Expenses	1,425,112	1,659,010	1,601,333	1,689,948
OPERATING INCOME (LOSS)	818,517	457,902	596,702	426,964
NON-OPERATING REVENUES				
Interest Income	49,769	55,800	55,800	2,238,255
Total Non-Operating Revenues	49,769	55,800	55,800	55,800
Income (Loss) before transfers	868,286	513,702	652,502	482,764
Operating Transfers In	421,400	421,400	421,400	421,400
Operating Transfers Out	(547,199)	(598,510)	(598,510)	(548,307)
NET INCOME (LOSS)	\$ 742,487	\$ 336,592	\$ 475,392	\$ 355,857
Cash Beginning	3,936,674	4,544,675	4,544,675	4,943,972
Change in Balance Sheet Accounts	(39,581)	-	-	-
Capital Expenditures	(94,905)	(76,095)	(76,095)	(1,017,412)
Projected cash, ending	\$ 4,544,675	\$ 4,805,172	\$ 4,943,972	\$ 4,282,417
Cash Balance by type				
Cash for Operations	\$ 3,811,168	\$ 3,057,760	\$ 3,196,560	\$ 3,302,417
Cash Appropriated for Capital Projects	733,507	1,747,412	1,747,412	980,000
Projected cash, ending	\$ 4,544,675	\$ 4,805,172	\$ 4,943,972	\$ 4,282,417

	2015-16 Projected	2016-17 Projected	2017-18 Projected	2018-19 Projected
\$	1,794,000	\$ 1,839,000	\$ 1,885,000	\$ 1,932,000
	-	-	-	-
	371,000	382,000	393,000	405,000
	7,000	7,000	7,000	7,000
	-	-	-	-
	2,172,000	2,228,000	2,285,000	2,344,000
	1,271,000	1,316,000	1,355,000	1,414,000
	70,000	72,000	74,000	76,000
	206,000	212,000	218,000	224,000
	14,000	14,000	14,000	14,000
	120,000	124,000	127,000	133,000
	60,000	60,000	60,000	61,000
	12,000	12,000	12,000	12,000
	1,753,000	1,810,000	1,860,000	1,934,000
	419,000	418,000	425,000	410,000
	56,000	56,000	56,000	56,000
	56,000	56,000	56,000	56,000
	475,000	474,000	481,000	466,000
	440,000	459,000	478,000	497,000
	(567,000)	(586,000)	(586,000)	(586,000)
\$	348,000	\$ 347,000	\$ 373,000	\$ 377,000
	4,282,417	4,250,417	4,297,417	4,253,417
	-	-	-	-
	(380,000)	(300,000)	(417,000)	(117,000)
\$	4,250,417	\$ 4,297,417	\$ 4,253,417	\$ 4,513,417
\$	3,416,417	\$ 3,763,417	\$ 4,136,417	\$ 4,513,417
	834,000	534,000	117,000	-
\$	4,250,417	\$ 4,297,417	\$ 4,253,417	\$ 4,513,417

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
CULTURAL ARTS CENTER ENTERPRISE FUND**

	2012-13 Actual	2013-14 Amended	2013-14 Projected	2014-15 Proposed
OPERATING REVENUES				
Meeting rooms	\$ 376,197	\$ 406,323	\$ 373,817	\$ 406,323
Classroom	219,260	286,090	222,222	286,090
Theater	447,275	431,723	401,723	431,723
Grant Programs	109,440	109,440	109,440	109,440
Total Operating Revenues	1,152,172	1,233,576	1,107,202	1,233,576
OPERATING EXPENSES				
Salaries and benefits	1,370,573	1,503,726	1,365,178	1,535,056
Materials and supplies	71,769	125,358	71,000	125,258
Professional services	273,169	336,256	286,000	336,256
Interdepartmental charges	109,235	109,540	109,540	112,139
Depreciation and Amortization	27,591	29,000	26,500	29,000
Other	130,303	12,400	800	12,400
Total Operating Expenses	1,982,640	2,116,280	1,859,018	2,150,109
OPERATING INCOME (LOSS) BEFORE TRANSFERS	(830,468)	(882,704)	(751,816)	(916,533)
Operating transfer In	713,101	750,541	750,541	750,541
Operating transfer Out	(11,999)	(11,851)	(19,076)	(11,814)
NET INCOME (LOSS)	\$ (129,366)	\$ (144,014)	\$ (20,351)	\$ (177,806)
Add: Depreciation	27,591	29,000	26,500	29,000
CASH, JULY 1	240,190	82,125	82,125	38,274
Adjustments				
Changes in Balance Sheet Accounts (Net)	73,076	-	-	-
Capital Expenditures	(129,366)	(50,000)	(50,000)	(50,000)
Projected cash (deficit), ending	\$ 82,125	\$ (82,889)	\$ 38,274	\$ (160,532)
Cash Balances by type:				
Cash for Operations	82,125	(82,889)	38,274	(160,532)
Projected cash (deficit), ending	\$ 82,125	\$ (82,889)	\$ 38,274	\$ (160,532)

2015-16 Projected	2016-17 Projected	2017-18 Projected	2018-19 Projected
\$ 427,000	\$ 448,000	\$ 470,000	\$ 494,000
300,000	315,000	331,000	348,000
453,000	476,000	500,000	525,000
109,000	109,000	109,000	109,000
1,289,000	1,348,000	1,410,000	1,476,000
1,596,000	1,652,000	1,700,000	1,774,000
125,000	125,000	125,000	125,000
336,000	336,000	336,000	336,000
116,000	120,000	123,000	128,000
29,000	29,000	29,000	29,000
12,000	12,000	12,000	12,000
2,214,000	2,274,000	2,325,000	2,404,000
(925,000)	(926,000)	(915,000)	(928,000)
751,000	751,000	751,000	751,000
(12,000)	(12,000)	(12,000)	(12,000)
\$ (186,000)	\$ (187,000)	\$ (176,000)	\$ (189,000)
29,000	29,000	29,000	29,000
(160,532)	(367,532)	(575,532)	(772,532)
-	-	-	-
(50,000)	(50,000)	(50,000)	(50,000)
\$ (367,532)	\$ (575,532)	\$ (772,532)	\$ (982,532)
(367,532)	(575,532)	(772,532)	(982,532)
\$ (367,532)	\$ (575,532)	\$ (772,532)	\$ (982,532)

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
EMERGENCY MEDICAL SERVICES ENTERPRISE FUND**

	2012-13 Actual	2013-14 Amended	2013-14 Projected	2014-15 Proposed
Operating Revenues				
Fire paramedic fees	\$ 114,053	\$ 100,000	\$ 133,034	\$ 100,000
Medical resupply fee	174,743	160,000	179,341	160,000
Paramedic ALS transport fees w/o paramedic	967,210	800,000	979,023	850,000
Paramedic ALS transport fees	929,957	850,000	926,256	850,000
Total operating revenues	2,185,963	1,910,000	2,217,654	1,960,000
Operating Expenses				
Salaries and benefits	9,961,642	10,246,805	10,246,805	10,548,777
Materials and supplies	301,741	324,582	296,582	344,582
Professional/contract services	16,388	16,031	16,031	17,031
Depreciation and amortization	12,235	12,235	12,235	12,235
Capital Outlay	1,363	-	17,616	-
Others	25,193	16,000	16,000	18,000
Total operating expenses	10,318,562	10,615,653	10,605,269	10,940,625
Operating income (loss)	(8,132,599)	(8,705,653)	(8,387,615)	(8,980,625)
Income (loss) before transfers	(8,132,599)	(8,705,653)	(8,387,615)	(8,980,625)
Operating Transfers In	8,819,602	9,493,418	9,354,403	9,818,390
Operating Transfers Out	(849,946)	(800,000)	(979,023)	(850,000)
Over (under) subsidy	\$ (162,943)	\$ (12,235)	\$ (12,235)	\$ (12,235)
Add:				
Cash, beginning	-	-	-	-
Depreciation (non cash item)	12,235	12,235	12,235	12,235
Capital Acquisitions	-	-	-	-
Increase/decrease balance sheet items	150,708	-	-	-
Transfers from Fund Balance	-	-	-	-
Projected cash, ending	\$ -	\$ -	\$ -	\$ -

2015-16 Projected	2016-17 Projected	2017-18 Projected	2018-19 Projected
\$ 103,000	\$ 106,000	\$ 109,000	\$ 112,000
165,000	170,000	175,000	180,000
876,000	902,000	929,000	957,000
876,000	902,000	929,000	957,000
2,020,000	2,080,000	2,142,000	2,206,000
10,952,000	11,387,000	11,944,000	12,535,000
353,000	362,000	371,000	380,000
17,000	17,000	17,000	17,000
13,000	13,000	13,000	13,000
-	-	-	-
18,000	18,000	18,000	18,000
11,353,000	11,797,000	12,363,000	12,963,000
(9,333,000)	(9,717,000)	(10,221,000)	(10,757,000)
(9,333,000)	(9,717,000)	(10,221,000)	(10,757,000)
10,196,000	10,606,000	11,137,000	11,701,000
(876,000)	(902,000)	(929,000)	(957,000)
\$ (13,000)	\$ (13,000)	\$ (13,000)	\$ (13,000)
-	-	-	-
13,000	13,000	13,000	13,000
-	-	-	-
-	-	-	-
-	-	-	-
\$ -	\$ -	\$ -	\$ -

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
FLEET SERVICES FUND - COMBINED**

	2012-13 Actuals	2013-14 Amended	2013-14 Projected	2014-15 Proposed
OPERATING REVENUES				
Charges for services - operations	\$ 2,782,787	\$ 2,694,000	\$ 2,807,887	\$ 2,792,980
Total Operating Revenues	2,782,787	2,694,000	2,807,887	2,792,980
OPERATING EXPENSES				
Salaries and employee benefits	2,982,521	3,113,475	3,084,681	3,174,504
Services and supplies	332,915	408,135	321,443	408,135
Depreciation	1,757,988	2,200,000	1,780,801	2,080,000
Insurance and Claims	7,555	23,943	7,555	23,943
Interdepartmental charges	110,529	110,920	110,920	113,302
Other	6,685	20,300	4,500	20,300
Total Operating Expenses	5,198,193	5,876,773	5,309,900	5,820,184
OPERATING INCOME (LOSS)	(2,415,406)	(3,182,773)	(2,502,013)	(3,027,204)
NON-OPERATING REVENUES				
Interest Income	191,635	258,000	258,000	258,000
Gain (loss) from sale of fixed assets	124,025	80,464	58,000	80,464
Other, net	-	-	-	-
Total Non-Operating Revenues	315,660	338,464	316,000	338,464
NON-OPERATING EXPENSES				
Interest expense	2,828	-	-	20,000
Other-Purchase under \$5k	26,661	-	80,000	100,000
Total Non-Operating Expenses	\$ 29,489	\$ -	\$ 80,000	\$ 120,000
Income (Loss) before transfers	(2,129,235)	(2,844,309)	(2,266,013)	(2,808,740)
Operating Transfers In	504,201	622,724	622,724	467,776
Operating Transfers Out	(18,078)	(17,983)	(17,983)	(18,004)
Add: Depreciation	1,757,988	2,200,000	1,780,801	2,080,000
NET INCOME (LOSS) BEFORE VEHICLE ACQUISITIONS	\$ 114,876	\$ (39,568)	\$ 119,529	\$ (278,968)
Capital Acquisitions				
Charges for services - vehicle replacement	2,968,987	2,873,916	2,995,162	2,873,916
Less: Vehicle Acquisitions	2,307,430	2,309,754	2,000,000	2,008,660
Total Vehicle Replacement Revenues less Vehicle Acq	661,557	564,162	995,162	865,256
NET INCOME (LOSS) AFTER VEHICLE ACQUISITIONS	\$ 776,433	\$ 524,594	\$ 1,114,691	\$ 586,288
Cash, July 1	16,203,338	16,921,440	16,921,440	17,676,131
Capital Expenditures	-	(360,000)	(360,000)	(151,854)
Changes in balance sheet accounts	(58,331)	-	-	-
Projected cash, ending	\$ 16,921,440	\$ 17,086,034	\$ 17,676,131	\$ 18,110,565
Cash Balances by type:				
Cash for Operations	(1,279,379)	(1,812,359)	(1,550,798)	(2,048,230)
Cash for Vehicle Replacement Fund	18,041,008	18,668,582	18,997,118	19,663,984
Cash Appropriated for Capital Projects (A)	15,000	85,000	85,000	350,000
Cash Shop Equipment Replacement Fund (A)	144,811	144,811	144,811	144,811
Projected cash, ending (A)	\$ 16,921,440	\$ 17,086,034	\$ 17,676,131	\$ 18,110,565

(A) Projected cash, ending includes cash balances for Capital Projects and Equipment Replacement Fund.

2015-16 Projected	2016-17 Projected	2017-18 Projected	2018-19 Projected
\$ 2,801,000	\$ 2,809,000	\$ 2,817,000	\$ 2,825,000
2,801,000	2,809,000	2,817,000	2,825,000
3,282,000	3,398,000	3,478,000	3,610,000
418,000	428,000	439,000	450,000
2,101,000	2,133,000	2,165,000	2,197,000
25,000	26,000	27,000	28,000
118,000	122,000	125,000	130,000
21,000	22,000	23,000	24,000
5,965,000	6,129,000	6,257,000	6,439,000
(3,164,000)	(3,320,000)	(3,440,000)	(3,614,000)
264,000	271,000	278,000	285,000
80,000	80,000	80,000	80,000
-	-	-	-
344,000	351,000	358,000	365,000
13,000	6,000	-	-
100,000	100,000	100,000	100,000
\$ 113,000	\$ 106,000	\$ 100,000	\$ 100,000
(2,933,000)	(3,075,000)	(3,182,000)	(3,349,000)
468,000	468,000	468,000	468,000
(18,000)	(18,000)	(18,000)	(18,000)
2,101,000	2,133,000	2,165,000	2,197,000
\$ (382,000)	\$ (492,000)	\$ (567,000)	\$ (702,000)
2,874,000	2,874,000	2,874,000	2,874,000
2,009,000	2,009,000	2,009,000	2,009,000
865,000	865,000	865,000	865,000
\$ 483,000	\$ 373,000	\$ 298,000	\$ 163,000
18,110,565	18,166,899	18,539,899	18,837,899
(426,666)	-	-	-
-	-	-	-
\$ 18,166,899	\$ 18,539,899	\$ 18,837,899	\$ 19,000,899
(2,661,230)	(3,398,230)	(4,223,230)	(5,190,230)
20,683,318	21,793,318	22,916,318	24,046,318
-	-	-	-
144,811	144,811	144,811	144,811
\$ 18,166,899	\$ 18,539,899	\$ 18,837,899	\$ 19,000,899

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
PARKS & ENTERPRISE RECREATION FUND**

	2012-13 Actual	2013-14 Amended	2013-14 Projected	2014-15 Proposed
OPERATING REVENUES				
Recreation Services	\$ 2,942,990	\$ 3,511,593	\$ 3,121,598	\$ 3,723,999
Cultural Services	1,050,812	1,329,883	1,054,065	1,319,883
Total Operating Revenues	3,993,802	4,841,476	4,175,663	5,043,882
OPERATING EXPENSES				
Salaries and employee benefits	4,786,013	4,344,597	4,282,416	4,482,964
Services and supplies	945,757	1,084,830	942,480	1,081,480
Other professional services	794,751	1,155,547	754,833	1,207,199
Insurance and Claims	19,396	-	-	-
Interdepartmental charges	753,819	761,030	761,030	771,322
Other	8,885	18,320	4,564	18,320
Total Operating Expenses	7,308,621	7,364,324	6,745,323	7,561,285
Income (Loss) before transfers	(3,314,819)	(2,522,848)	(2,569,660)	(2,517,403)
Operating Transfers In	3,553,674	2,624,681	2,624,681	2,622,481
Operating Transfers Out	(45,793)	(42,035)	(42,035)	(157,150)
Income (Loss) before Use of Fund Balance	193,062	59,798	12,986	(52,072)
NET INCOME (LOSS)	\$ 193,062	\$ 59,798	\$ 12,986	\$ (52,072)
Cash Beginning	-	379,251	379,251	392,237
Changes in Balance Sheet Accounts (Net)	186,189	-	-	-
Projected cash, ending	\$ 379,251	\$ 439,049	\$ 392,237	\$ 340,165

	2015-16 Projected	2016-17 Projected	2017-18 Projected	2018-19 Projected
\$	3,836,000	\$ 3,951,000	\$ 3,951,000	\$ 3,951,000
	1,320,000	1,320,000	1,320,000	1,320,000
	5,156,000	5,271,000	5,271,000	5,271,000
	4,661,000	4,826,000	4,966,000	5,181,000
	1,109,000	1,137,000	1,165,000	1,194,000
	1,237,000	1,268,000	1,300,000	1,333,000
	-	-	-	-
	800,000	827,000	850,000	884,000
	19,000	19,000	19,000	19,000
	7,826,000	8,077,000	8,300,000	8,611,000
	(2,670,000)	(2,806,000)	(3,029,000)	(3,340,000)
	2,622,000	2,622,000	2,622,000	2,622,000
	(157,000)	(157,000)	(157,000)	(157,000)
	(205,000)	(341,000)	(564,000)	(875,000)
\$	(205,000)	\$ (341,000)	\$ (564,000)	\$ (875,000)
	340,165	135,165	(205,835)	(769,835)
	-	-	-	-
\$	135,165	\$ (205,835)	\$ (769,835)	\$ (1,644,835)

5 YEAR PROJECTION OF REVENUES AND EXPENSES
SANITATION ENTERPRISE FUND

	2012-13 Actual	2013-14 Amended	2013-14 Projected	2014-15 Proposed
Operating Revenues				
Refuse fees	\$ 8,398,925	\$ 8,398,435	\$ 8,479,454	\$ 8,473,668
Recycling fees	1,834,364	1,662,200	1,832,305	1,799,213
AB 939 Waste Management	756,464	720,000	764,029	746,711
Total operating revenues	10,989,753	10,780,635	11,075,788	11,019,592
Operating Expenses				
Salaries and benefits	4,011,221	4,324,482	3,999,215	4,438,185
Materials and supplies	4,301,772	3,197,392	3,545,451	3,184,412
Professional/contract services	2,199,597	2,609,722	2,190,795	2,364,346
Depreciation and amortization	7,248	12,500	-	-
Interdepartmental charges	686,137	758,602	729,220	786,286
Insurance and claims	123,103	187,374	75,174	157,374
Others	58,538	31,515	42,740	30,515
Total operating expenses	11,387,616	11,121,587	10,582,595	10,961,118
Operating Income (Loss)	(397,863)	(340,952)	493,193	58,474
Non Operating Revenue:				
Grants/Interest Income (Interest Expense)	37,019	5,000	(12,245)	-
Income (loss) before transfers	(360,844)	(335,952)	480,948	58,474
Operating Transfers Out	(7,234)	(156,020)	(156,020)	(10,860)
Operating Transfers In	163,511	167,293	167,293	167,293
Net Income (Loss)	(204,567)	(324,679)	492,221	214,907
Add: Depreciation	7,248	12,500	-	-
Cash, July 1	(154,859)	(658,732)	(658,732)	(211,568)
Adjustments				
Changes in Balance Sheet Accounts (Net)	(306,554)	-	-	-
Projected Capital Expenditures	-	(45,057)	(45,057)	(312,506)
Projected cash, ending	\$ (658,732)	\$ (1,015,968)	\$ (211,568)	\$ (309,167)
Cash Balances by Type:				
Cash for Operations	(1,149,909)	(1,620,342)	(815,942)	(724,522)
Cash Appropriated for Capital Projects	331,135	330,078	330,078	28,772
Cash for Container Replacement	160,042	274,296	274,296	386,583
Projected cash, ending	\$ (658,732)	\$ (1,015,968)	\$ (211,568)	\$ (309,167)

2015-16 Projected	2016-17 Projected	2017-18 Projected	2018-19 Projected
\$ 8,728,000	\$ 9,098,000	\$ 9,494,000	\$ 9,779,000
1,853,000	1,909,000	1,966,000	2,025,000
747,000	747,000	747,000	747,000
11,328,000	11,754,000	12,207,000	12,551,000
4,642,000	4,833,000	5,000,000	5,244,000
3,272,000	3,362,000	3,454,000	3,548,000
2,429,000	2,496,000	2,564,000	2,634,000
-	-	-	-
821,000	854,000	883,000	924,000
161,000	165,000	169,000	173,000
32,000	34,000	36,000	38,000
11,357,000	11,744,000	12,106,000	12,561,000
(29,000)	10,000	101,000	(10,000)
-	-	-	-
(29,000)	10,000	101,000	(10,000)
(11,000)	(11,000)	(11,000)	(11,000)
167,000	167,000	167,000	167,000
127,000	166,000	257,000	146,000
-	-	-	-
(309,167)	(182,167)	(16,167)	240,833
-	-	-	-
-	-	-	-
\$ (182,167)	\$ (16,167)	\$ 240,833	\$ 386,833
(709,809)	(656,096)	(511,383)	(477,670)
28,772	28,772	28,772	28,772
498,870	611,157	723,444	835,731
\$ (182,167)	\$ (16,167)	\$ 240,833	\$ 386,833

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
SELF INSURANCE FUND**

	2012-13 Actual	2013-14 Amended	2013-14 Projected	2014-15 Proposed
OPERATING REVENUES				
Workers Comp - Claims Reimb	\$ 1,220,305	\$ 1,190,630	\$ 1,190,630	\$ 1,190,630
Unemployment Insurance	233,763	240,000	240,000	240,000
Liability Reimbursements	1,007,723	1,007,723	1,007,723	1,007,723
Miscellaneous revenues	-	-	-	-
Total Operating Revenues	\$ 2,461,791	\$ 2,438,353	\$ 2,438,353	\$ 2,438,353
OPERATING EXPENSES				
Salaries and employee benefits	673,371	708,000	680,395	714,500
Services and supplies	158,296	228,260	146,927	209,500
Depreciation and amortization	2,160	2,400	2,356	2,400
Insurance and Claims	3,987,847	6,196,779	6,096,779	4,151,779
Other	4,532	6,800	4,760	6,800
Total Operating Expenses	\$ 4,826,206	\$ 7,142,239	\$ 6,931,217	\$ 5,084,979
Income (Loss) before transfers	\$ (2,364,415)	\$ (4,703,886)	\$ (4,492,864)	\$ (2,646,626)
Operating Transfers In	1,363,500	1,710,000	1,710,000	2,160,000
Operating Transfers Out	(14,558)	(2,094)	(2,094)	(1,900)
NET INCOME (LOSS)	\$ (1,015,473)	\$ (2,995,980)	\$ (2,784,958)	\$ (488,526)
Add: Depreciation	2,160	2,400	2,356	2,400
Cash Beginning	7,483,066	6,554,698	6,554,698	3,772,096
Changes in balance sheet accounts (Net)	84,945	-	-	-
Projected cash, ending	\$ 6,554,698	\$ 3,561,118	\$ 3,772,096	\$ 3,285,970

2015-16 Projected	2016-17 Projected	2017-18 Projected	2018-19 Projected
\$ 1,191,000	\$ 1,191,000	\$ 1,191,000	\$ 1,191,000
240,000	240,000	240,000	240,000
1,008,000	1,008,000	1,008,000	1,008,000
-	-		
\$ 2,439,000	\$ 2,439,000	\$ 2,439,000	\$ 2,439,000

743,000	769,000	791,000	825,000
215,000	220,000	226,000	232,000
2,000	2,000	-	-
4,152,000	4,152,000	4,152,000	4,152,000
7,000	7,000	7,000	7,000
\$ 5,119,000	\$ 5,150,000	\$ 5,176,000	\$ 5,216,000

\$ (2,680,000)	\$ (2,711,000)	\$ (2,737,000)	\$ (2,777,000)
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2,460,000	2,760,000	2,760,000	2,760,000
(2,000)	(2,000)	(2,000)	(2,000)
\$ (222,000)	\$ 47,000	\$ 21,000	\$ (19,000)

2,000	2,000	-	-
3,285,970	3,065,970	3,114,970	3,135,970
-	-	-	-
\$ 3,065,970	\$ 3,114,970	\$ 3,135,970	\$ 3,116,970

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
SEWER ENTERPRISE FUND**

	2012-13 Actual	2013-14 Amended	2013-14 Projected	2014-15 Proposed
Operating Revenues				
Sewer charges	\$ 3,093,035	\$ 2,950,500	\$ 3,170,726	\$ 2,950,500
Late charges	37,321	4,500	40,000	4,500
Sewer revolving fees	6,703	8,000	8,000	8,000
Total operating revenues	3,137,059	2,963,000	3,218,726	2,963,000
Operating Expenses				
Salaries and benefits	1,833,676	1,832,226	1,852,013	1,987,010
Materials and supplies	401,571	316,114	403,579	316,114
Professional/contract services	479,965	637,365	567,685	596,112
Depreciation and amortization	1,009,186	1,006,480	1,006,480	1,006,480
Interdepartmental charges	125,967	825,000	500,000	423,473
Insurance and claims	394,790	389,787	416,703	-
Others	437,255	14,574	4,823	21,932
Total operating expenses	4,682,410	5,021,546	4,751,283	4,351,121
Operating Income (Loss)	(1,545,351)	(2,058,546)	(1,532,557)	(1,388,121)
Non Operating Revenue:				
Interest Income/grants	108,566	170,000	107,480	155,000
Income (loss) before transfers	(1,436,785)	(1,888,546)	(1,425,077)	(1,233,121)
Operating Transfers Out	(2,560)	(2,446)	(2,446)	-
Net income (loss)	(1,439,345)	(1,890,992)	(1,427,523)	(1,233,121)
Add: Depreciation	1,009,186	1,006,480	1,006,480	1,006,480
Cash, July 1	9,684,863	8,859,212	8,859,212	6,735,961
Adjustments				
Changes in Balance Sheet Accounts (Net)	(87,328)	-	-	-
Capital Expenditures	(308,164)	(1,702,208)	(1,702,208)	(411,200)
Projected cash, ending	\$ 8,859,212	\$ 6,272,492	\$ 6,735,961	\$ 6,098,120
Cash Balances by Type:				
Cash for Operations	6,213,984	3,856,135	4,319,604	3,881,763
Cash Appropriated for Capital Projects	2,645,228	2,416,357	2,416,357	2,216,357
Projected cash, ending	\$ 8,859,212	\$ 6,272,492	\$ 6,735,961	\$ 6,098,120

2015-16 Projected	2016-17 Projected	2017-18 Projected	2018-19 Projected
\$ 2,953,000	\$ 2,953,000	\$ 2,953,000	\$ 2,953,000
5,000	5,000	5,000	5,000
8,000	8,000	8,000	8,000
2,966,000	2,966,000	2,966,000	2,966,000
2,066,000	2,139,000	2,201,000	2,296,000
324,000	332,000	340,000	349,000
611,000	626,000	642,000	658,000
1,032,000	1,058,000	1,084,000	1,111,000
439,000	454,000	467,000	486,000
-	-	-	-
22,000	23,000	24,000	25,000
4,494,000	4,632,000	4,758,000	4,925,000
(1,528,000)	(1,666,000)	(1,792,000)	(1,959,000)
155,000	155,000	155,000	155,000
(1,373,000)	(1,511,000)	(1,637,000)	(1,804,000)
-	-	-	-
(1,373,000)	(1,511,000)	(1,637,000)	(1,804,000)
1,032,000	1,058,000	1,084,000	1,111,000
6,098,120	5,207,623	4,302,956	3,323,290
-	-	-	-
(549,497)	(451,667)	(426,666)	(826,666)
\$ 5,207,623	\$ 4,302,956	\$ 3,323,290	\$ 1,803,624
3,264,096	2,534,429	1,704,763	935,097
1,943,527	1,768,527	1,618,527	868,527
\$ 5,207,623	\$ 4,302,956	\$ 3,323,290	\$ 1,803,624

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
TRANSIT ENTERPRISE FUND**

	2012-13 Actual	2013-14 Amended	2013-14 Projected	2014-15 Proposed
OPERATING REVENUES				
Passenger cash fares	\$ 3,080,694	\$ 3,471,200	\$ 2,925,790	\$ 3,471,200
Advertising	154,081	150,000	165,000	150,000
Miscellaneous	197,658	830	403,886	830
Total Operating Revenues	\$ 3,432,433	\$ 3,622,030	\$ 3,494,676	\$ 3,622,030
NON-OPERATING REVENUES				
Transportation Development Act (TDA)	4,932,221	5,862,180	5,863,524	6,135,999
Prop A 40% Discretionary	3,683,707	3,795,641	3,795,641	3,882,247
Prop C 40% - BSIP Bus System Improvement Plan	218,505	222,657	222,657	227,778
Prop C 5% Security	141,526	233,538	233,538	245,255
Prop C 40% Disc. - Foothill Transit Mitigation	149,381	180,716	180,749	172,628
Prop C 40% Disc. - Svc Exp (TSE)	333,674	748,907	748,907	766,132
Prop A - Torrance Dial-A-Lift	180,000	180,000	180,000	180,000
Prop A Local Return	2,133,496	2,307,004	2,307,004	2,391,612
Prop A Exchange - Local Return	152,022	200,000	200,000	-
Prop C 40% Disc. - Base Restructuring	658,328	670,836	670,836	686,266
Transit STA	1,369,313	1,101,558	1,101,558	770,110
Contributions from other cities (D.A.L.)	106,547	115,000	129,499	65,000
Interest Income	37,169	83,500	75,000	83,500
Municipal Operators Service Program	1,148,858	1,121,400	1,121,400	1,149,916
Federal Grant	31,722	-	150,667	-
Capital Maintenance Revenue	2,250,000	2,250,000	2,250,000	2,250,000
Rapid Bus	296,241	750,000	396,241	375,000
Express Lane	147,202	600,000	201,084	-
Other/Measure R	2,002,857	2,366,410	2,517,331	2,495,458
Total Non-Operating Revenues	\$ 19,972,769	\$ 22,789,347	\$ 22,345,636	\$ 21,876,901
Total Revenues/Resources	\$ 23,405,202	\$ 26,411,377	\$ 25,840,312	\$ 25,498,931
OPERATING EXPENSES				
Salaries and employee benefits	12,866,932	14,945,557	13,142,432	15,383,479
Services and supplies	2,890,442	5,827,181	2,818,293	4,370,613
Other professional services	1,796,790	2,975,779	1,775,073	2,890,720
Depreciation and amortization	2,592,895	3,789,089	3,050,536	3,789,089
Insurance and Claims	1,459,945	1,656,252	1,656,252	311,252
Interdepartmental charges	2,958,289	3,377,356	3,139,388	3,475,467
Loss on disposal of fixed assets	-	-	-	-
Other	102,084	127,000	102,188	127,000
Total Operating Expenses	\$ 24,667,377	\$ 32,698,214	\$ 25,684,162	\$ 30,347,620
Income (Loss) before transfers	\$ (1,262,175)	\$ (6,286,837)	\$ 156,150	\$ (4,848,689)
Operating Transfers In	1,201,979	984,000	984,000	1,114,000
Operating Transfers Out	(46,798)	(43,362)	(43,362)	(54,400)
Add: Depreciation	2,592,895	3,789,089	3,050,536	3,789,089
NET INCOME (LOSS)	\$ 2,485,901	\$ (1,557,110)	\$ 4,147,324	\$ -
Cash Beginning	8,916,657	8,663,694	8,663,694	12,379,173
Adjustments				
Changes in balance sheet accounts	(2,233,662)	-	-	-
Capital Expenditures	(505,202)	(431,845)	(431,845)	(1,621,620)
Projected cash, ending	\$ 8,663,694	\$ 6,674,739	\$ 12,379,173	\$ 10,757,553
Cash Balance by type				
Cash for Operations	3,136,054	1,578,944	7,283,378	7,283,378
Cash Appropriated for Capital Projects	5,527,640	5,095,795	5,095,795	3,474,175
Projected cash, ending	\$ 8,663,694	\$ 6,674,739	\$ 12,379,173	\$ 10,757,553

2015-16 Projected	2016-17 Projected	2017-18 Projected	2018-19 Projected
\$ 3,471,000	\$ 3,471,000	\$ 3,471,000	\$ 3,471,000
153,000	156,000	159,000	162,000
1,000	1,000	1,000	1,000
\$ 3,625,000	\$ 3,628,000	\$ 3,631,000	\$ 3,634,000
6,320,000	6,510,000	6,705,000	6,906,000
3,999,000	4,119,000	4,243,000	4,370,000
235,000	242,000	249,000	256,000
253,000	261,000	269,000	277,000
178,000	183,000	188,000	194,000
789,000	813,000	837,000	862,000
180,000	180,000	180,000	180,000
2,463,000	2,537,000	2,613,000	2,691,000
-	-	-	-
707,000	728,000	750,000	773,000
793,000	817,000	842,000	867,000
67,000	69,000	71,000	73,000
84,000	84,000	84,000	84,000
1,184,000	1,220,000	1,257,000	1,295,000
-	-	-	-
2,250,000	2,250,000	2,250,000	2,250,000
-	-	-	-
-	-	-	-
2,495,000	2,495,000	2,495,000	2,495,000
\$ 21,997,000	\$ 22,508,000	\$ 23,033,000	\$ 23,573,000
\$ 25,622,000	\$ 26,136,000	\$ 26,664,000	\$ 27,207,000
15,996,000	16,562,000	17,042,000	17,780,000
4,480,000	4,592,000	4,707,000	4,825,000
2,963,000	3,037,000	3,113,000	3,191,000
3,789,000	3,789,000	3,789,000	3,789,000
319,000	327,000	335,000	343,000
3,605,000	3,726,000	3,832,000	3,986,000
-	-	-	-
130,000	133,000	136,000	139,000
\$ 31,282,000	\$ 32,166,000	\$ 32,954,000	\$ 34,053,000
\$ (5,660,000)	\$ (6,030,000)	\$ (6,290,000)	\$ (6,846,000)
1,184,000	1,184,000	1,184,000	1,184,000
(47,000)	(47,000)	(47,000)	(47,000)
3,789,000	3,789,000	3,789,000	3,789,000
\$ (734,000)	\$ (1,104,000)	\$ (1,364,000)	\$ (1,920,000)
10,757,553	9,518,022	6,389,230	4,200,352
-	-	-	-
(505,531)	(2,024,792)	(824,878)	-
\$ 9,518,022	\$ 6,389,230	\$ 4,200,352	\$ 2,280,352
6,477,378	5,299,378	3,859,378	1,861,378
2,968,644	943,852	118,974	118,974
\$ 9,446,022	\$ 6,243,230	\$ 3,978,352	\$ 1,980,352

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
VANPOOL/RIDESHARE FUND**

	2012-13 Actual	2013-14 Amended	2013-14 Projected	2014-15 Proposed
OPERATING REVENUES				
Cash Fare	\$ 55,376	\$ 50,000	\$ 54,864	\$ 50,000
Other Grants	42,767	39,000	30,324	39,000
Prop C fund	135,443	167,930	167,930	167,930
Total Operating Revenues	233,586	256,930	253,118	256,930
OPERATING EXPENSES				
Salaries and employee benefits	76,329	79,565	81,315	85,868
Services and supplies	153,554	170,510	154,250	170,510
Other professional services	3,535	5,600	3,300	5,600
Others	168	250	170	250
Total Operating Expenses	233,586	255,925	239,035	262,228
NET INCOME (LOSS) before transfers	-	1,005	14,083	(5,298)
Transfer Out	-	-	-	-
Transfers from Fund Balance	-	-	-	-
Net income (loss)	\$ -	\$ 1,005	\$ 14,083	\$ (5,298)
Cash Beginning	599	3,215	3,215	-
Return to Prop C Fund	-	(4,220)	(17,298)	-
Transfers from Fund Balance	-	-	-	-
Changes in Balance Sheet Accounts (Net)	2,616	-	-	-
Projected cash, ending	\$ 3,215	\$ -	\$ -	\$ (5,298)

2015-16 Projected	2016-17 Projected	2017-18 Projected	2018-19 Projected
\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
39,000	39,000	39,000	39,000
170,000	175,000	180,000	185,000
259,000	264,000	269,000	274,000
89,000	92,000	95,000	99,000
175,000	179,000	183,000	188,000
6,000	6,000	6,000	6,000
-	-	-	-
270,000	277,000	284,000	293,000
(11,000)	(13,000)	(15,000)	(19,000)
-	-	-	-
-	-	-	-
\$ (11,000)	\$ (13,000)	\$ (15,000)	\$ (19,000)
(5,298)	(16,298)	(29,298)	(44,298)
-	-	-	-
-	-	-	-
-	-	-	-
\$ (16,298)	\$ (29,298)	\$ (44,298)	\$ (63,298)

**5 YEAR PROJECTION OF REVENUES AND EXPENSES
WATER ENTERPRISE FUND**

	2012-13 Actual	2013-14 Amended	2013-14 Projected	2014-15 Proposed
Operating Revenues				
Wholesale water sales	\$ 1,273,922	\$ 1,313,000	\$ 1,313,000	\$ 1,375,000
Metered water sales	16,091,399	16,738,000	16,738,000	17,220,000
Metered Water Sales-Commercial	6,756,894	6,180,000	6,850,000	6,650,000
Metered Water Sales-Industrial	1,370,365	1,751,000	1,500,000	1,850,000
Mobil potable water sales	1,786,536	1,931,000	1,992,000	2,050,000
Sales to City	752,686	618,000	800,000	630,000
Residential low income discount	134,454	170,000	136,000	180,000
Recycled-Landscape irrigation	233,597	330,000	280,000	260,000
Recycled Sales Mobil	5,403,184	5,704,000	5,710,610	5,850,000
Mobil reclaimed fixed contrib pymt	976,281	990,000	990,000	1,040,000
Direct & indirect labor fee	234,400	235,000	235,000	235,000
Chemical fee revenue	115,903	160,000	100,000	160,000
Water quality analysis	7,128	40,000	8,000	40,000
Repairs & maintenance fee	17,054	50,000	37,000	50,000
Other related fee revenue	32,466	65,000	40,000	65,000
Late charge	105,875	100,000	100,000	100,000
Water disconnect fees	20,347	10,000	50,000	25,000
Fire protection charges	542,796	361,000	553,951	400,000
Pumping charges	101,151	100,000	100,000	105,000
Water start service fee	63,875	65,000	45,000	65,000
Fire flow test	3,000	2,000	9,000	3,000
Misc services	73,713	25,000	55,000	25,000
Engineering, overhead & inspection	58,683	70,000	60,000	70,000
Capital Received-Parts & Installation	-	35,000	35,000	35,000
Total operating revenues	36,155,709	37,043,000	37,737,561	38,483,000
Operating Expenses				
Salaries	4,599,769	5,410,548	4,691,765	5,750,935
Materials	1,469,540	1,974,164	1,468,070	2,049,164
Cost of Water	22,565,668	23,621,000	24,145,265	25,074,000
Professional Services	790,300	1,151,931	829,815	1,148,162
Travel, Training	31,650	42,275	41,462	42,275
Depreciation/Amortization	1,456,904	1,300,000	1,300,000	1,300,000
Litigation Expense	70,388	92,109	69,684	92,109
Interdepartmental Charges	1,054,358	1,222,502	1,071,849	1,294,081
Others	111,709	30,000	30,000	30,000
In lieu franchise payments	718,000	718,000	718,000	718,000
Total operating expenses	32,868,286	35,562,529	34,365,910	37,498,726
Operating Income (Loss)	3,287,423	1,480,471	3,371,651	984,274
Non-Operating Revenue				
Investment earnings	123,403	150,000	135,743	160,000
Contributed Capital Received	37,423	-	-	-
Total Non -Operating Income	160,826	150,000	135,743	160,000
Non-Operating Expenses				
Interest expense	46,503	19,535	16,533	407,340
Income (Loss) before transfers	3,401,746	1,610,936	3,490,861	736,934
Operating Transfers Out	(16,096)	(15,520)	(15,520)	(15,483)
Transfers from Fund Balance	-	-	-	-
Net Income (Loss)	3,385,650	1,595,416	3,475,341	721,451
Add: Depreciation	1,456,904	1,300,000	1,300,000	1,300,000
Cash, July 1	7,709,700	8,579,237	8,579,237	15,084,578
Adjustments				
Changes in Balance Sheet Accounts (Net)	84,082	-	-	-
Capital Expenditures	(3,487,099)	(4,200,000)	(4,200,000)	(2,920,667)
Loan From General Fund	-	6,550,000	6,550,000	-
Loan Payments to General Fund	-	-	-	(90,413)
Bond Principal Payment	(570,000)	(620,000)	(620,000)	-
Projected cash, ending	\$ 8,579,237	\$ 13,204,653	\$ 15,084,578	\$ 14,094,949
Cash Balances by type:				
Cash for Operations	2,133,217	1,426,112	3,306,037	-
Cash Appropriated for Capital Projects	5,446,020	10,778,541	10,778,541	13,094,949
Water Financial Reserve	1,000,000	1,000,000	1,000,000	1,000,000
Projected cash, ending	\$ 8,579,237	\$ 13,204,653	\$ 15,084,578	\$ 14,094,949

2015-16 Projected	2016-17 Projected	2017-18 Projected	2018-19 Projected
\$ 1,444,000	\$ 1,516,000	\$ 1,592,000	\$ 1,672,000
18,081,000	18,985,000	19,934,000	20,931,000
6,983,000	7,332,000	7,699,000	8,084,000
1,943,000	2,040,000	2,142,000	2,249,000
2,153,000	2,261,000	2,374,000	2,493,000
662,000	695,000	730,000	767,000
189,000	198,000	208,000	218,000
273,000	287,000	301,000	316,000
6,143,000	6,450,000	6,773,000	7,112,000
1,040,000	1,040,000	1,040,000	1,040,000
247,000	259,000	272,000	286,000
168,000	176,000	185,000	194,000
42,000	44,000	46,000	48,000
53,000	56,000	59,000	62,000
68,000	71,000	75,000	79,000
100,000	100,000	100,000	100,000
25,000	25,000	25,000	25,000
400,000	400,000	400,000	400,000
105,000	105,000	105,000	105,000
65,000	65,000	65,000	65,000
3,000	3,000	3,000	3,000
25,000	25,000	25,000	25,000
70,000	70,000	70,000	70,000
35,000	35,000	35,000	35,000
40,317,000	42,238,000	44,258,000	46,379,000
5,980,000	6,192,000	6,372,000	6,648,000
2,100,000	2,153,000	2,207,000	2,262,000
26,328,000	27,644,000	27,644,000	29,026,000
1,177,000	1,206,000	1,236,000	1,267,000
43,000	44,000	45,000	46,000
1,300,000	1,300,000	1,300,000	1,300,000
94,000	96,000	98,000	100,000
1,342,000	1,387,000	1,426,000	1,483,000
31,000	32,000	33,000	34,000
718,000	718,000	718,000	718,000
39,113,000	40,772,000	41,079,000	42,884,000
1,204,000	1,466,000	3,179,000	3,495,000
160,000	160,000	160,000	160,000
-	-	-	-
160,000	160,000	160,000	160,000
355,000	350,000	345,000	338,000
1,009,000	1,276,000	2,994,000	3,317,000
(15,000)	(15,000)	(15,000)	(15,000)
-	-	-	-
994,000	1,261,000	2,979,000	3,302,000
1,300,000	1,300,000	1,300,000	1,300,000
14,094,949	13,016,896	10,700,596	8,696,760
-	-	-	-
(3,276,667)	(4,776,667)	(6,176,667)	(4,676,667)
-	-	-	-
(95,386)	(100,633)	(106,169)	(112,009)
-	-	-	-
\$ 13,016,896	\$ 10,700,596	\$ 8,696,760	\$ 8,510,084
-	-	2,727,686	7,141,010
12,016,896	9,700,596	4,969,074	369,074
1,000,000	1,000,000	1,000,000	1,000,000
\$ 13,016,896	\$ 10,700,596	\$ 8,696,760	\$ 8,510,084

OPERATING TRANSFERS IN AND OUT
Adopted Fiscal Year 2013-14 (Year 1 of 2 Year Budget)

<u>Fund</u>	<u>Operating transfers out</u>	<u>Fund</u>	<u>Operating transfers in</u>
General Fund	\$ 25,802,707	Special Revenue Fund:	
		Street Lighting Assessment	\$ 1,757,363
General Fund - Reserve	1,783,300	Enterprise Funds:	
		Cultural Services	451,035
		Parks and Recreation	2,173,646
		Cultural Arts Center	713,187
		Emergency Medical Services	9,524,390
		Animal Control	255,540
		Sanitation	137,696
		Internal Service Fund:	
		Self-Insurance	1,710,000
		Fleet Services	467,776
		General Fund Sub-Fund:	
		Police Computer Fund 1007	75,000
		Fire Apparatus Fund 1006	400,000
		Telephone Replacement Fund 1008	89,944
		Data Communications Replacement Fund 1021	81,669
		Radio Replacement Fund 1022	193,720
		PC Replacement Fund 1023	351,741
		General Fund - Operations	1,783,300
		Bond Defeasance Funding	6,045,000
		Post Employment Compensated Absences	1,375,000
	<u>\$ 27,586,007</u>		<u>\$ 27,586,007</u>
Special Revenue Funds:		General Fund	1,040,000
State Gas Tax	1,040,000	General Fund Sub-Fund:	
		Telephone Replacement	766
Government Cable Communications	434,543	Data Communications Replacement	1,000
Proposition C Local Return	1,321,930	Radio Replacement	232
		PC Replacement	7,363
		Special Revenue Fund:	
		Cable TV Public Access	421,400
		Vanpool/Rideshare	167,930
		Enterprise Fund:	
		Sanitation	3,782
		Transit	1,154,000
	<u>\$ 2,796,473</u>		<u>\$ 2,796,473</u>
Capital Project Funds:			
Sports Field Maintenance	28,894	Transfers from Capital	28,894
Bond Defeasance Funding	4,500,000	Measure R Fund	4,500,000
Inmate Welfare Fund - Capital	10,000	Inmate Welfare Fund - Operations	10,000
	<u>\$ 4,538,894</u>		<u>\$ 4,538,894</u>
Enterprise Fund:		General Fund	7,360,634
Airport - Aeronautical	16,358	General Fund Sub-Fund:	
Airport - Non Aeronautical	6,473,897	Telephone Replacement	22,290
Cultural Arts Center	61,851	Data Communications Replacement	10,331
Parks and Recreation	41,629	Radio Replacement	27,675
Sewer	0	PC Replacement	64,644
Transit	35,201	Special Revenue Fund:	
Water	15,520	Street Lighting Assessment District	25,763
Sanitation	268,307	Enterprise Fund:	
Emergency Medical Service	800,000	Sanitation	283,198
Internal Service Fund:		Capital Project Fund:	
Self Insurance	2,094	Cultural Arts Center	50,000
Fleet Services	17,983		
Special Revenue Fund:			
Gov. Cable Communications	108,000		
Cable TV Public Access	3,695		
	<u>\$ 7,844,535</u>		<u>\$ 7,844,535</u>
Total Transfers	<u>\$ 42,765,909</u>		<u>\$ 42,765,909</u>

OPERATING TRANSFERS IN AND OUT
Adopted Fiscal Year 2014-15 (Year 2 of 2 Year Budget)

Fund	Operating transfers out	Fund	Operating transfers in
General Fund	\$ 20,265,853	Special Revenue Fund:	
		Street Lighting Assessment	\$ 1,762,863
General Fund - Reserve	184,900	Enterprise Funds:	
		Cultural Services	450,835
		Parks and Recreation	2,171,646
		Cultural Arts Center	713,187
		Emergency Medical Services	9,575,090
		Animal Control	259,686
		Sanitation	137,696
		Internal Service Fund:	
		Self-Insurance	2,160,000
		Fleet Services	467,776
		General Fund Sub-Fund:	
		Police Computer Fund 1007	75,000
		Fire Apparatus Fund 1006	400,000
		Telephone Replacement Fund 1008	89,944
		Data Communications Replacement Fund 1021	81,669
		Radio Replacement Fund 1022	193,720
		PC Replacement Fund 1023	351,741
		General Fund - Operations	184,900
		Post Employment Compensated Absences	1,375,000
	\$ 20,450,753		\$ 20,450,753
Special Revenue Funds:		General Fund	1,210,000
State Gas Tax	1,040,000	General Fund Sub-Fund:	
		Telephone Replacement	766
Government Cable Communications	434,543	Data Communications Replacement	1,000
Proposition C Local Return	1,521,930	Radio Replacement	232
		PC Replacement	7,363
		Special Revenue Fund:	
		Cable TV Public Access	421,400
		Vanpool/Rideshare	167,930
		Enterprise Fund:	
		Sanitation	3,782
		Transit	1,184,000
	\$ 2,996,473		\$ 2,996,473
Capital Project Funds:			
Inmate Welfare Fund - Capital	10,000	Inmate Welfare Fund - Operations	10,000
	\$ 10,000		\$ 10,000
Enterprise Fund:		General Fund	7,584,078
Airport - Aeronautical	16,358	General Fund Sub-Fund:	
Airport - Non Aeronautical	6,667,341	Telephone Replacement	22,290
Cultural Arts Center	61,851	Data Communications Replacement	10,331
Parks and Recreation	41,629	Radio Replacement	27,675
Sewer	0	PC Replacement	64,644
Transit	35,201	Special Revenue Fund:	
Water	15,520	Street Lighting Assessment District	25,763
Sanitation	123,211	Enterprise Fund:	
Emergency Medical Service	830,000	Sanitation	138,102
Internal Service Fund:		Capital Project Fund:	
Self Insurance	2,094	Cultural Arts Center	50,000
Fleet Services	17,983		
Special Revenue Fund:			
Gov. Cable Communications	108,000		
Cable TV Public Access	3,695		
	\$ 7,922,883		\$ 7,922,883
Total Transfers	\$ 31,380,109		\$ 31,380,109

OPERATING TRANSFERS IN AND OUT
Amended Fiscal Year 2014-15 (Year 2 of 2 Year Budget)

<u>Fund</u>	<u>Operating transfers out</u>	<u>Fund</u>	<u>Operating transfers in</u>
General Fund	\$ 21,006,718	Special Revenue Fund:	
		Street Lighting Assessment	\$ 1,776,668
General Fund -Reserve	100,000	Enterprise Funds:	
		Cultural Services	450,835
		Parks and Recreation	2,171,646
		Cultural Arts Center	750,541
		Emergency Medical Services	9,818,390
		Animal Control	253,833
		Sanitation	137,696
		Internal Service Fund:	
		Self-Insurance	2,160,000
		Fleet Services	467,776
		General Fund Sub-Fund:	
		Police Computer Fund 1007	75,000
		Fire Apparatus Fund 1006	400,000
		Telephone Replacement Fund 1008	89,944
		Copier Replacement Fund 1020	1,686
		Data Communications Replacement Fund 1021	81,669
		Radio Replacement Fund 1022	194,396
		PC Replacement Fund 1023	351,638
		General Fund - Operations	100,000
		General Fund - Capital Projects	450,000
		Post Employment Compensated Absences	1,375,000
	<u>\$ 21,106,718</u>		<u>\$ 21,106,718</u>
Special Revenue Funds:		General Fund	1,210,000
State Gas Tax	1,040,000	General Fund Sub-Fund:	
		Telephone Replacement	766
Government Cable Communications	436,231	Data Communications Replacement	1,322
Proposition C Local Return	1,451,930	Radio Replacement	232
		PC Replacement	8,729
		Special Revenue Fund:	
		Cable TV Public Access	421,400
		Vanpool/Rideshare	167,930
		Enterprise Fund:	
		Sanitation	3,782
		Transit	1,114,000
	<u>\$ 2,928,161</u>		<u>\$ 2,928,161</u>
Capital Project Funds:			
Inmate Welfare Fund - Capital	10,000	Inmate Welfare Fund - Operations	10,000
	<u>\$ 10,000</u>		<u>\$ 10,000</u>
Enterprise Fund:		General Fund	7,604,078
Airport - Aeronautical	16,358	General Fund Sub-Fund:	
Airport - Non Aeronautical	6,667,341	Telephone Replacement	22,290
Cultural Arts Center	61,814	Data Communications Replacement	10,331
Parks and Recreation	157,150	Radio Replacement	27,675
Sewer	0	PC Replacement	83,956
Transit	54,400	Special Revenue Fund:	
Water	15,483	Street Lighting Assessment District	25,763
Sanitation	123,147	Enterprise Fund:	
Emergency Medical Service	850,000	Sanitation	138,102
Internal Service Fund:		Capital Project Fund:	
Self Insurance	1,900	Cultural Arts Center	50,000
Fleet Services	18,004	Recreation Fund (Toyota Sports Complex)	115,478
Special Revenue Fund:			
Gov. Cable Communications	108,000		
Cable TV Public Access	4,076		
	<u>\$ 8,077,673</u>		<u>\$ 8,077,673</u>
Total Transfers	<u>\$ 32,122,552</u>		<u>\$ 32,122,552</u>

PERSONNEL SUMMARY

	2010-11 Adopted		2011-12 Adopted		2012-13 Adopted		2014 Actual (1/1/14)	2013-14 Adopted		2014-15 Adopted (As of 7/2013)		2014-15 Amended	
	General Fund	Other Funds	General Fund	Other Funds	General Fund	Other Funds		General Fund	Other Funds	General Fund	Other Funds	General Fund	Other Funds
City Council	7.0	-	7.0	-	7.0	-	7.0	7.0	-	7.0	-	7.0	-
City Attorney	11.5	-	11.5	-	11.5	-	12.0	12.5	-	12.5	-	12.5	-
City Clerk	8.5	-	8.5	-	8.5	-	8.0	9.0	-	9.0	-	9.0	-
City Treasurer	6.0	-	7.0	-	7.0	-	6.2	7.5	-	7.5	-	7.0	-
City Manager	14.0	-	14.0	-	14.0	-	13.9	15.0	-	15.0	-	15.0	-
Cable Television	-	17.3	-	17.3	-	17.3	12.9	-	17.3	-	17.3	-	17.3
Civil Service	2.8	-	2.8	-	4.3	-	1.0	2.0	-	2.0	-	2.0	-
Commun. & Info. Tech.	41.5	-	40.5	-	40.5	-	38.3	40.5	-	40.5	-	40.5	-
Community Development	58.2	5.3	54.2	5.3	54.0	5.5	59.4	54.0	5.5	54.0	5.5	56.0	5.5
Community Svcs. - Full Tim	98.1	23.8	94.1	23.8	101.1	23.8	107.0	103.1	20.8	103.1	20.8	105.1	18.8
Community Svcs. - Recurre	51.6	90.7	50.1	90.7	37.6	90.7	69.4	44.1	78.2	44.1	78.2	46.5	77.2
Finance	36.0	-	35.0	-	44.5	-	38.6	45.5	-	45.5	-	45.5	-
Fire	114.5	50.0	112.5	50.0	113.5	50.0	156.1	113.5	50.0	113.5	50.0	113.5	50.0
General Services	53.0	-	55.0	-	55.0	-	55.0	55.0	-	55.0	-	55.0	-
CAC* - full time	-	10.5	-	9.5	-	9.5	9.3	-	9.5	-	9.5	-	9.5
CAC* - recurrent	-	17.8	-	17.8	-	17.8	7.6	-	17.8	-	17.8	-	17.8
Airport	-	8.5	-	8.5	-	8.5	10.0	-	8.5	-	8.5	-	9.5
Fleet	-	34.0	-	32.5	-	32.5	32.2	-	32.5	-	32.5	-	32.5
Human Resources	24.5	-	24.5	-	12.0	-	10.8	14.3	-	14.3	-	14.3	-
Police - full time	332.8	4.0	330.8	4.0	332.3	4.0	314.2	333.3	5.0	334.3	5.0	334.3	5.0
Police - recurrent	13.0	-	13.0	-	13.0	-	13.0	13.0	-	13.0	-	13.0	-
Public Works	96.7	-	99.7	-	102.7	-	100.8	102.7	-	102.7	-	102.5	-
Sanitation	-	49.4	-	49.4	-	42.4	38.0	-	42.4	-	42.4	-	42.4
Water	-	40.2	-	41.2	-	41.2	37.0	-	41.2	-	41.2	-	41.4
Airport	-	-	-	-	-	-	-	-	-	-	-	-	-
Sewer	-	10.2	-	10.2	-	20.2	20.0	-	20.2	-	20.2	-	20.2
Transit	-	138.8	-	140.3	-	150.3	121.4	-	150.3	-	150.3	-	150.3
Total full time positions	905.1	392.0	897.1	392.0	907.9	405.2	1,209.1	914.9	403.2	915.9	403.2	919.2	402.4
Total recurrent positions	64.6	108.5	63.1	108.5	50.6	108.5	90.0	57.1	96.0	57.1	96.0	59.5	95.0
Total	969.7	500.5	960.2	500.5	958.5	513.7	1,299.1	972.0	499.2	973.0	499.2	978.7	497.4
City Total	<u>1,470.2</u>		<u>1,460.7</u>		<u>1,472.2</u>		<u>1,299.1</u>	<u>1,471.2</u>		<u>1,472.2</u>		<u>1,476.1</u>	

*Cultural Arts Center

Personnel Vacancies as of April 1, 2014

DEPARTMENT	FUND	VACANCY	NUMBER
City Clerk	General Fund	Secretary	1.0
City Manager - Cable	Enterprise Fund	Announcer	1.0
	Enterprise Fund	Assistant Producer/Writer	1.0
	Enterprise Fund	Production Assistant	1.0
City Manager - Human Resources	General Fund	Human Resources Analyst	1.0
	General Fund	Personnel Technician	0.8
City Manager - Human Resources	General Fund	Civil Service Manager	1.0
City Treasurer	General Fund	Account Clerk	0.5
Comm. & Info Technology (CIT)	General Fund	Sr. Administrative Assistant	1.0
	General Fund	Information Technology Analyst	1.0
	General Fund	Storekeeper	1.0
Community Development	General Fund	Sr. Grading Inspector	1.0
	General Fund	Engineering Technician II	1.0
Community Services (Library & Park Services)	General Fund	Jr. Library Clerk	0.5
	General Fund	Library Assistant I	4.0
	General Fund	Library Assistant II	1.0
	General Fund	Reference Librarian (Part-time)	0.5
	General Fund	Librarian	2.0
	General Fund	Library Page	1.0
	General Fund	Maintenance Worker	3.6
	General Fund	Lead Maintenance Worker	2.0
	General Fund	Parks Services Supervisor	1.0
	Enterprise Fund	Program Coordinator	1.0
	Enterprise Fund	Recreation Supervisor	1.0
Finance	General Fund	Accountant	1.0
	General Fund	Sr. Account Clerk	1.0
Fire	General Fund	Sr. Fire Prevention Specialist	1.0
	General Fund	Fire Prevention Specialist	1.0
	General Fund	Firefighter - Sworn	11.0
General Services	General Fund	Secretary	1.0
	General Fund	Custodian	1.0
	Enterprise Fund	Lead Airport Worker	1.0
	Enterprise Fund	Theatre Technical Director	1.0
Police	General Fund	Information Tech Specialist	1.0
	General Fund	Police Records Technician	3.0
	General Fund	Public Safety Dispatcher	2.0
	General Fund	Police Officer - Sworn	5.0
	General Fund	Police Captain - Sworn	1.0
	General Fund	Police Chief - Sworn	1.0
Public Works	General Fund	Deputy Public Works Director - Operations	1.0
	General Fund	Engineering Technician I	1.0
	General Fund	Engineering Manager	1.0
	General Fund	Maintenance Worker (Operations/Concrete)	1.0
	General Fund	Public Works Inspector Capital Projects	2.0
	General Fund	Secretary	1.0
	General Fund	Traffic Signal Technician	1.0
	Enterprise Fund	Water Service Supervisor	1.0

Personnel Vacancies as of April 1, 2014 (continued)

DEPARTMENT	FUND	VACANCY	NUMBER
Transit	Enterprise Fund	Bus Operator	19.0
	Enterprise Fund	Relief Bus Operator - Part-time	4.0
	Enterprise Fund	Equipment Attendant	1.0
	Enterprise Fund	Senior Mechanic	2.0
	Enterprise Fund	Storekeeper	1.0
	Enterprise Fund	Staff Assistant	1.0
	Enterprise Fund	Transit Dispatcher	1.0
	Enterprise Fund	Training Coordinator	1.0
	Enterprise Fund	Transit Supervisor	4.0
		Total	<u>104.9</u>
Vacancies Summary:			
		Safety	18.0
		General Fund	44.9
		Enterprise Fund	<u>42.0</u>
		Total	<u>104.9</u>

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**REVENUE PROJECTION DETAIL
GENERAL FUND**

Description	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (as of 7/2013)	2014-15 Amended
Summary						
Property Taxes	39,803,760	40,165,786	42,067,245	43,415,050	45,227,977	45,227,977
Sales Tax	37,565,528	39,485,014	41,895,178	45,731,188	47,793,347	47,793,347
Other Taxes	54,490,075	56,380,429	55,706,555	57,984,604	59,460,289	59,136,478
Licenses and Permits	1,639,218	1,919,074	2,044,557	1,969,186	2,006,240	2,330,051
Grants and Subventions	2,060,138	1,452,071	1,424,720	1,410,000	1,410,000	1,410,000
Fines and Forfeitures	1,084,493	1,225,781	1,009,814	1,330,000	1,330,000	1,330,000
Use of Money and Property	2,368,827	2,675,945	109,109	2,716,662	2,759,162	2,763,502
Charges for Services	4,621,198	4,254,521	4,427,904	5,158,465	5,233,695	5,242,695
Other Revenues	19,672,500	12,219,837	13,135,771	17,572,828	12,768,978	11,104,078
Non-Recurring Revenues	-	-	-	-	-	-
Total General Fund Revenues	163,305,736	159,778,458	161,820,853	177,287,983	177,989,688	176,338,128
Detail						
Property Taxes						
Secured	25,099,131	25,784,370	27,484,543	27,706,870	29,147,654	29,147,654
VLF Swap	11,074,900	11,201,890	11,257,216	11,768,780	12,121,843	12,121,843
Unsecured	1,279,997	1,174,302	1,166,773	1,348,200	1,348,200	1,348,200
Supplemental	289,673	359,322	483,617	545,900	545,900	545,900
Redemptions	1,091,905	699,428	642,527	966,400	966,400	966,400
Real property transfer	468,710	470,050	623,928	636,000	655,080	655,080
Aircraft assessment	178,647	287,810	177,968	185,400	185,400	185,400
Penalties and interest	320,797	188,614	230,673	257,500	257,500	257,500
Total Property Taxes	39,803,760	40,165,786	42,067,245	43,415,050	45,227,977	45,227,977
Sales Taxes	37,565,528	39,485,014	41,895,178	45,731,188	47,793,347	47,793,347
Other Taxes						
Utility Users	32,909,944	31,443,922	31,542,645	32,017,105	32,641,447	32,641,447
Business Licensing	8,024,995	8,424,511	8,711,295	9,285,891	9,609,702	9,285,891
Occupancy	6,958,891	7,900,186	8,636,314	8,962,348	9,320,842	9,320,842
Prop 172 Sales Tax	1,201,164	1,427,890	1,396,766	1,485,260	1,529,818	1,529,818
Franchise payments	4,693,735	6,156,963	4,437,839	5,408,000	5,516,160	5,516,160
Construction	693,972	1,016,044	972,936	816,000	832,320	832,320
Oil Severance	7,375	10,913	8,760	10,000	10,000	10,000
Total Other Taxes	54,490,075	56,380,429	55,706,555	57,984,604	59,460,289	59,136,478
Licenses and Permits						
Construction permits	1,507,569	1,790,324	1,899,539	1,814,452	1,848,411	2,172,222
Other licenses and permits	131,649	128,750	145,018	154,734	157,829	157,829
Total Licenses and Permits	1,639,218	1,919,074	2,044,557	1,969,186	2,006,240	2,330,051
Grants and Subventions						
Motor vehicle licenses	684,566	74,069	76,748	-	-	-
Gasoline tax	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000
State homeowner prop tax	236,485	234,829	227,586	250,000	250,000	250,000
Other state revenues	99,086	103,173	80,386	120,000	120,000	120,000
Other county grants	-	-	-	-	-	-
Total Grants and Subventions	2,060,138	1,452,071	1,424,720	1,410,000	1,410,000	1,410,000

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - General Fund

Property Tax

Projected budget for 2014-15 reflects a 4.2% increase over fiscal year 2013-14 budget. The increase represents a change in the local economy in housing sales and home prices.

Sales Tax

Sales tax revenues in 2014-15 are projected to be approximately \$2.1 million greater than fiscal year 2013-14 budget projection. Sales tax revenues are directly impacted by the economy. Recent economic retail sales indicators are reflecting moderate growth through the end of fiscal year 2014-15.

Utility User's Tax

The tax rate for electricity, telecommunications, gas and cable is 6.5%. The rate for water is 6%. The projected increase of 2.0% for fiscal year 2014-15 represents an increase in natural gas usage.

Business License Tax

This revenue source is projected to remain constant for the fiscal year 2014-15 budget.

Occupancy Tax

Occupancy tax revenues are being increased by 4.0% to reflect a modest recovery from the recent declines in business travel and tourism.

Prop 172 Sales Tax

This revenue which is sensitive to the economy is projected to grow slightly by 3%.

Franchise Payments - Other

This revenue source is being projected to increase 2.0% for fiscal year 2014-15.

Construction Tax

It is projected that the construction industry will continue to improve, and is being projected to increase by 3.5% over fiscal year 2013-14 budget.

Oil Severance Tax

This revenue remains constant and is not being changed for fiscal year 2013-14.

Licenses and Permits

This revenue source is projected to reflect significant growth over fiscal year 2013-14 budget. New construction activity is anticipated at the local mall which should increase permit fees in fiscal year 2014-15.

Motor Vehicle Licenses

This revenue source was removed in 2012-13 due to State take-away of this revenue source.

**REVENUE PROJECTION DETAIL
GENERAL FUND**

Description	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (as of 7/2013)	2014-15 Amended
<i>Fines and Forfeitures</i>						
General court fines	644,109	822,873	564,515	850,000	850,000	850,000
Traffic fines	440,384	402,908	445,299	480,000	480,000	480,000
Total Fines and Forfeitures	1,084,493	1,225,781	1,009,814	1,330,000	1,330,000	1,330,000
<i>Use of Money and Property</i>						
Investment earnings	1,602,221	1,185,774	620,964	1,250,000	1,250,000	1,254,340
Rents and royalties	1,315,057	1,358,969	1,381,907	1,466,662	1,509,162	1,509,162
Franchise payments	(548,451)	131,202	(1,893,762)			
Total Use of Money and Property	2,368,827	2,675,945	109,109	2,716,662	2,759,162	2,763,502
<i>Charges for Services</i>						
Indirect charges						
Construction related fees	1,238,271	1,510,910	1,427,724	1,611,351	1,659,091	1,668,091
Engineering fees	157,692	164,379	164,578	286,443	295,036	295,036
Police Department services	577,640	676,051	575,005	864,354	877,072	877,072
Fire inspection fees	1,915,613	1,188,576	1,515,851	1,632,000	1,633,111	1,633,111
Other charges	170,837	190,161	205,052	178,920	183,988	183,988
Library fines and fees	154,297	143,852	132,638	190,000	190,000	190,000
Recreation Processing/Facility Fees	406,847	380,593	407,056	395,397	395,397	395,397
Total Charges for Services	4,621,198	4,254,521	4,427,904	5,158,465	5,233,695	5,242,695
<i>Other Revenues</i>						
Contributions	2,618,000	2,618,000	2,618,000	2,600,000	2,600,000	2,600,000
Other revenue	3,514,627	1,583,733	1,648,701	1,130,000	2,230,000	630,000
Transfers-in	13,539,873	8,018,104	8,869,070	13,842,828	7,938,978	7,874,078
Total Other Revenues	19,672,500	12,219,837	13,135,771	17,572,828	12,768,978	11,104,078
Total General Fund Revenues	163,305,736	159,778,458	161,820,853	177,287,983	177,989,688	176,338,128

The General Fund is used to account for financial resources applicable to the general government operations of the City of Torrance, which are not required to be accounted for in another fund.

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - General Fund (Continued)

Fines and Forfeitures

This revenue source is expected to remain the same for fiscal year 2014-15.

Investment Earnings

Interest income for the 2014-15 budget is consistent with 2013-14 due to continuing low interest rates.

Rents and Royalties

This revenue is projected to grow by 2.9% in fiscal year 2014-15.

Waste Haulers Franchise

This revenue source, has been consolidated with the general franchise tax mentioned above. Waste Haulers Franchise is expected to remain relatively constant for fiscal year 2014-15.

Charges for Services

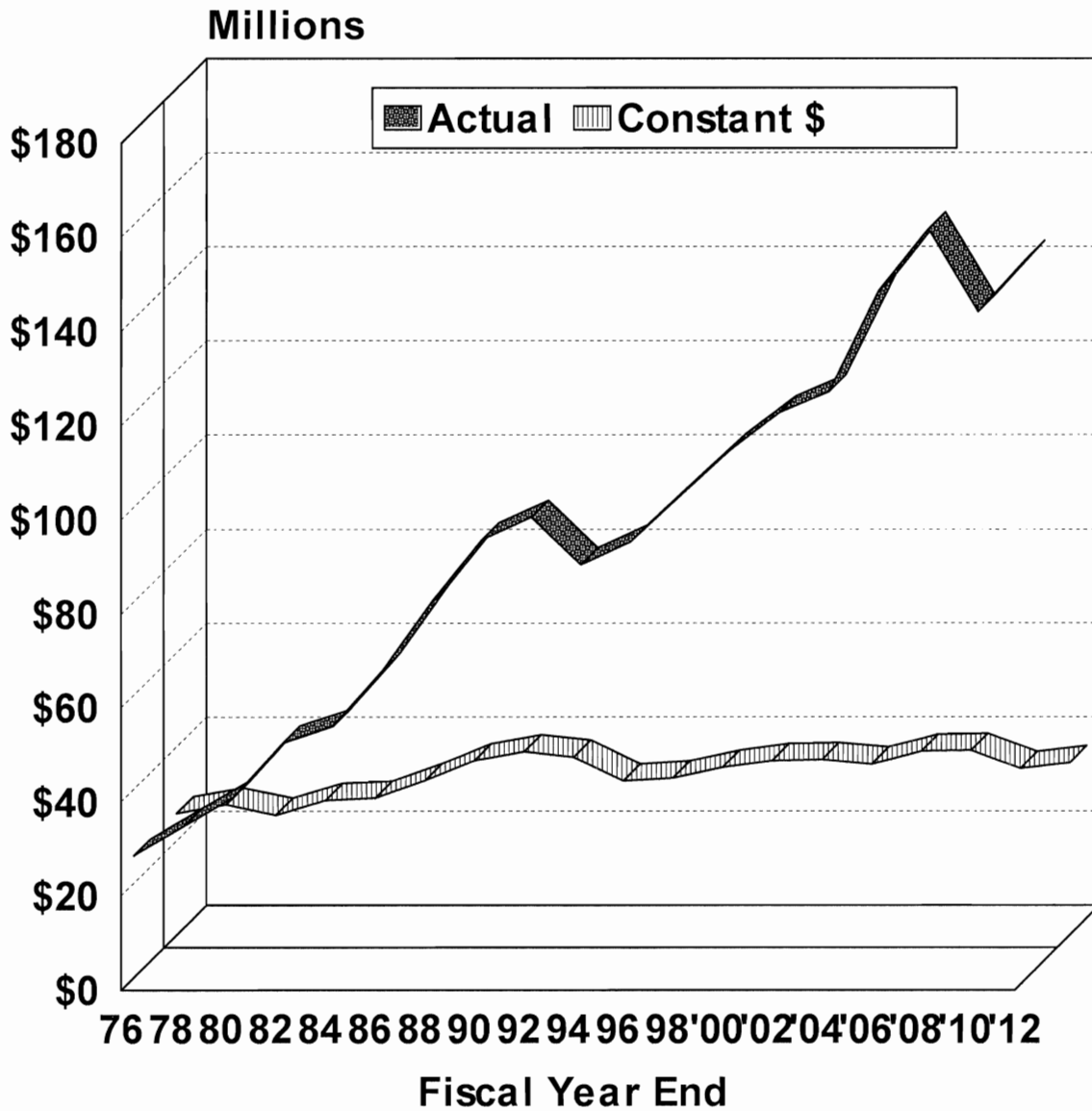
This revenue source represents general government charges for an array of services such as permits, engineering fees, fire service charges, etc. This revenue source is projected to increase slightly for fiscal year 2014-15.

Operating Transfers

This revenue source has declined due to the removal of transfers in from Measure R for Transit Center reimbursement.

GENERAL FUND TOTAL REVENUE

Actual vs. Constant Dollars*



Actual average annual growth rate of 5.1%.

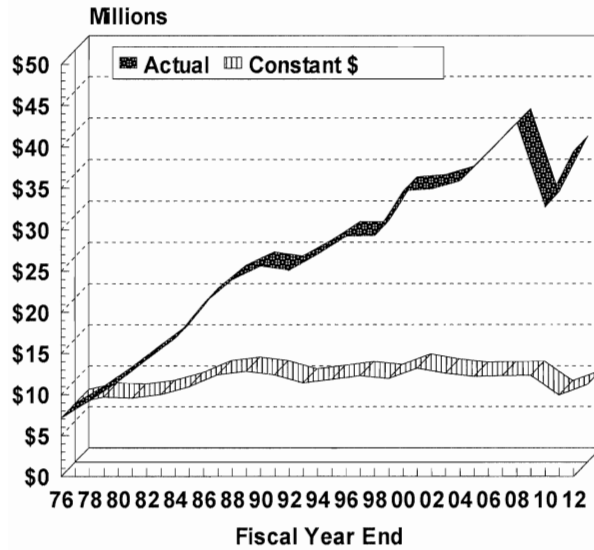
Constant dollars (real growth) average annual growth rate of 1.0%.

* Constant dollar figure adjusts for inflation using CPI (base year = 1976).

TOP GENERAL FUND REVENUES

Actual vs. Constant Dollars*

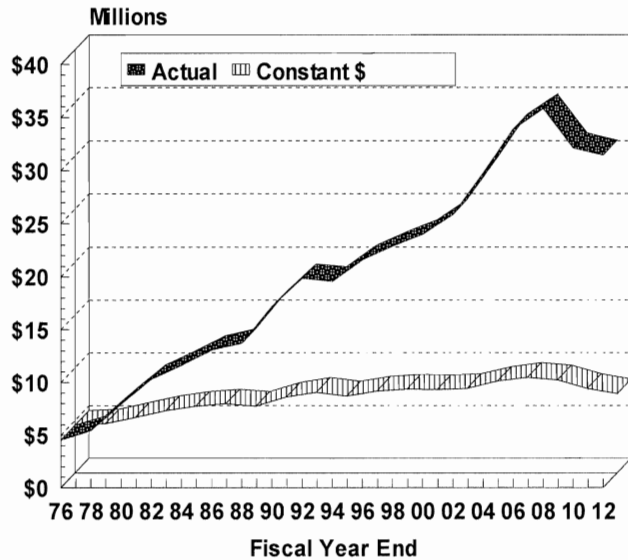
SALES AND USE TAX



Actual average annual growth rate of 4.9%.

Constant dollars (real growth) average annual growth rate of 0.8%.

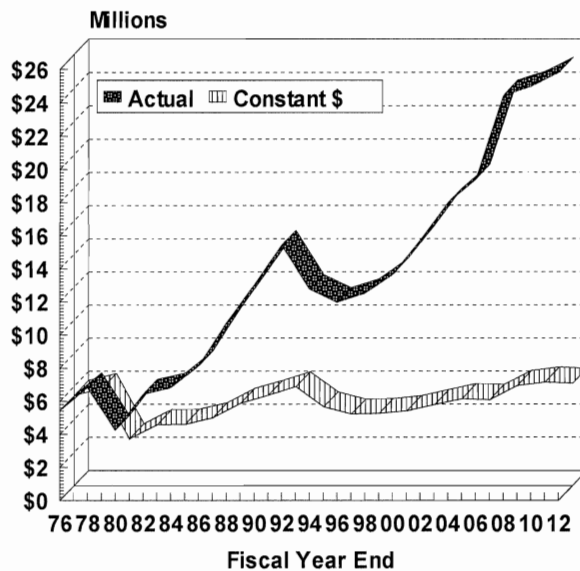
UTILITY USERS' TAX



Actual average annual growth rate of 5.5%.

Constant dollars (real growth) average annual growth rate of 1.4%.

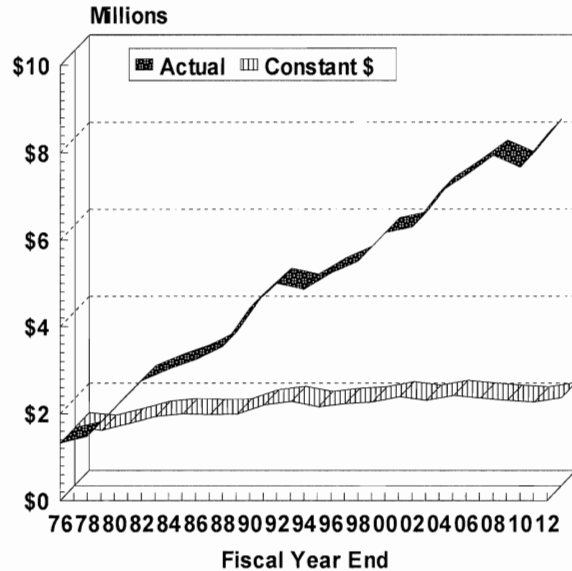
SECURED PROPERTY TAX



Actual average annual growth rate of 4.4%.

Constant dollars (real growth) average annual growth rate of 0.4%.

BUSINESS LICENSE TAX



Actual average annual growth rate of 5.3%.

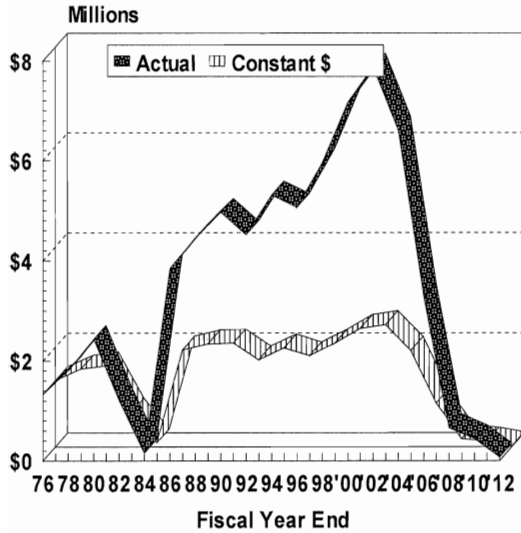
Constant dollars (real growth) average annual growth rate of 1.2%.

*Constant dollar figure adjusts for inflation using CPI (base year = 1976)

TOP GENERAL FUND REVENUES

Actual vs. Constant Dollars*

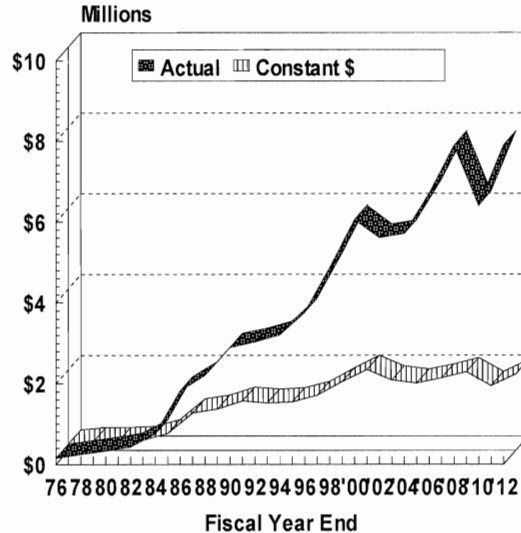
MOTOR VEHICLE TAX



Actual average annual growth rate of -7.7%.

Constant dollars (real growth) average annual growth rate of -11.3%.

OCCUPANCY TAX

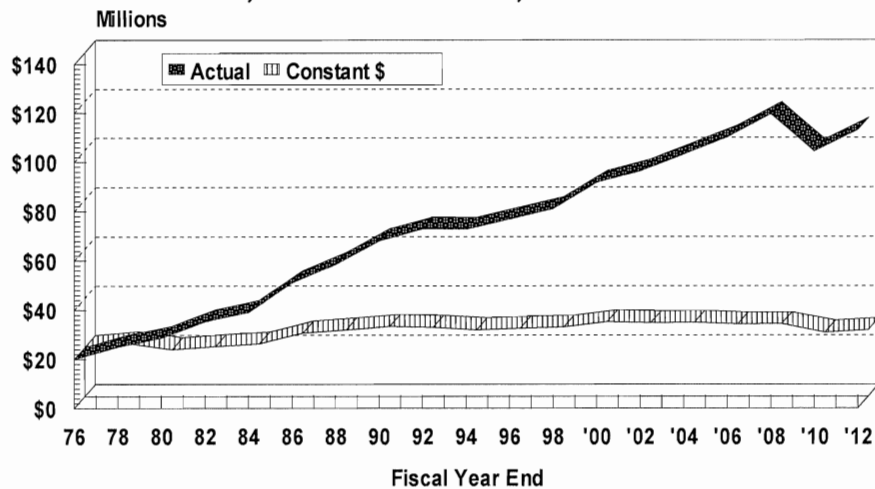


Actual average annual growth rate of 11.4%.

Constant dollar (real growth) average annual growth rate of 7.1%.

Note - during FY 1982-84, the State reduced subventions to cities which were subsequently reinstated. In 2004-05 the State replaced \$7.8 million of Motor Vehicle tax with property tax revenue.

SALES, UTILITY USERS', SECURED PROPERTY BUSINESS LICENSE, MOTOR VEHICLE, AND OCCUPANCY TAXES



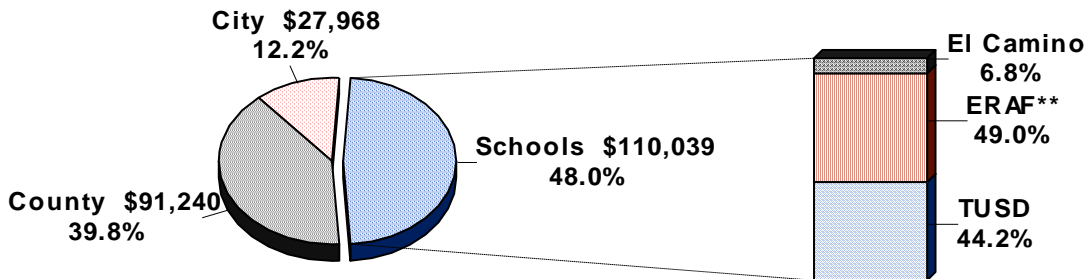
Actual average annual growth rate of 5.0%.

Constant dollars (real growth) average annual growth rate of 0.9%.

* Constant dollar figure adjusts for inflation using CPI (base year = 1976).

Secured Property Tax*

Allocation of 1% County-wide Tax Rate (in 000's)



* Secured Property Tax - levied on real properties in the City which are secured by liens on the properties.

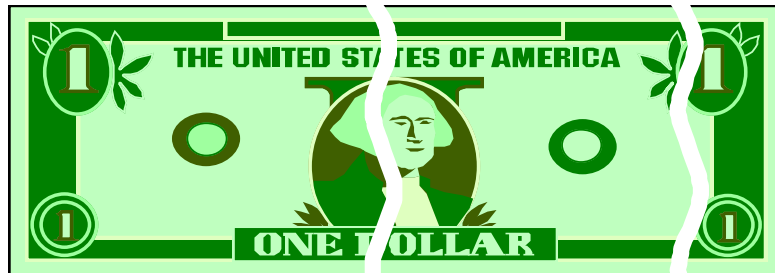
** Education Revenue Augmentation Fund (ERAF)
Allocation based on 2012-13 actual secured property tax of \$27,968,161.

Distribution of Property Tax

Assessed Value	= \$	341,000
County 1% rate	\$	3,410

Schools
(TUSD, El Camino, Other)
48% (\$1,637)

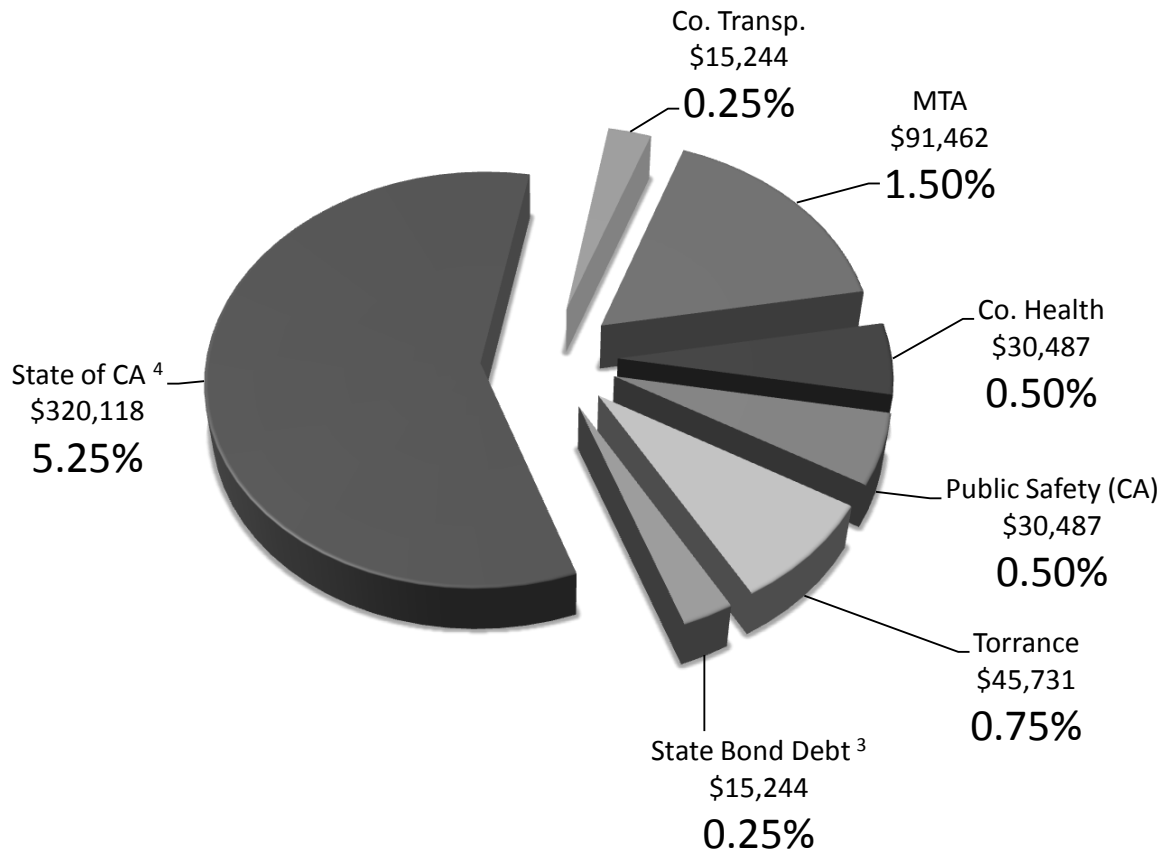
City of
Torrance
12.2% (\$416)



County
39.8% (\$1,357)

Sales Tax Allocation¹

Distribution of 9.0%² L.A. County Sales Tax Rate (in 000's)



¹ Based on 2013-14 adopted sales tax of 45,731,188.

² Inclusive of 0.5% increase resulting from Measure R, an approved L.A. County Transit measure. Note that a 1% sales tax expired 7/1/2011.

³ With the passage of Proposition 57, a 1/4 cent City sales tax is deducted for repayment of the State's bond debt. The State provides an equal amount in additional property taxes (i.e. "Triple Flip").

⁴ Proposition 30 approved a 0.25% increase in State sales tax through 12/31/16.

Note - \$1,485,260 of Proposition 172 (Public Safety 1/2% sales tax) funds are budgeted for 2013-14.

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**REVENUE PROJECTION DETAIL
ENTERPRISE FUNDS**

Description	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (as of 7/2013)	2014-15 Amended
Airport	10,962,443	11,989,129	11,805,854	12,179,000	12,667,000	12,605,000
Transit	21,924,309	28,966,867	24,522,705	27,345,377	26,603,074	26,612,931
Water	30,295,271	34,178,515	36,316,536	37,193,000	37,203,000	38,643,000
Emergency Medical Services	10,266,145	10,706,211	11,005,566	11,434,390	11,515,090	11,778,390
Sanitation	10,966,985	10,818,487	11,261,114	11,065,215	11,065,215	11,299,172
Cultural Arts Center	1,879,189	1,860,909	1,865,273	1,984,117	1,984,117	1,984,117
Sewer	1,728,230	3,052,574	3,245,624	3,133,000	3,138,000	3,118,000
Parks and Recreation	7,447,316	8,254,463	7,547,476	7,446,503	7,444,303	7,666,363
Total Enterprise Funds	95,469,888	109,827,155	107,570,148	111,780,602	111,619,799	113,706,973
Airport						
Aeronautical revenues	3,974,821	4,084,533	4,135,041	4,264,000	4,398,000	4,380,000
Non-Aeronautical revenues	6,987,622	7,904,596	7,670,813	7,915,000	8,269,000	8,225,000
Total Airport Revenues	10,962,443	11,989,129	11,805,854	12,179,000	12,667,000	12,605,000
Transit						
Total Transit Revenues	21,924,309	28,966,867	24,522,705	27,345,377	26,603,074	26,612,931
Water						
Water sales	30,173,490	34,011,424	36,119,420	37,008,000	37,008,000	38,483,000
Other	121,781	167,091	197,116	185,000	195,000	160,000
Total Water Revenues	30,295,271	34,178,515	36,316,536	37,193,000	37,203,000	38,643,000
Emergency Medical Services						
Fee revenue	1,896,290	2,022,354	2,185,964	1,910,000	1,940,000	1,960,000
General fund subsidy	8,369,855	8,683,857	8,819,602	9,524,390	9,575,090	9,818,390
Total Emergency Medical Services	10,266,145	10,706,211	11,005,566	11,434,390	11,515,090	11,778,390
Sanitation						
Fee revenue	10,966,985	10,818,487	11,261,114	11,065,215	11,065,215	11,299,172
Other	-	-	-	-	-	-
Total Sanitation Revenues	10,966,985	10,818,487	11,261,114	11,065,215	11,065,215	11,299,172
Cultural Arts Center						
Fee and donation revenue	1,104,390	1,147,722	1,152,172	1,270,930	1,270,930	1,233,576
General fund subsidy	774,799	713,187	713,101	713,187	713,187	750,541
Total Cultural Arts Center Revenues	1,879,189	1,860,909	1,865,273	1,984,117	1,984,117	1,984,117
Sewer						
Fee revenue	1,580,925	2,887,716	3,137,058	2,963,000	2,963,000	2,963,000
Other	147,305	164,858	108,566	170,000	175,000	155,000
Total Sewer Revenues	1,728,230	3,052,574	3,245,624	3,133,000	3,138,000	3,118,000
Parks and Recreation						
Fee and donation revenue	4,157,308	4,278,614	3,993,802	4,821,822	4,821,822	5,043,882
General fund subsidy	3,290,008	3,975,849	3,553,674	2,624,681	2,622,481	2,622,481
Total Parks & Recreation Revenues	7,447,316	8,254,463	7,547,476	7,446,503	7,444,303	7,666,363

The Enterprise Funds are used to account for City operations that are financed and operated in a manner similar to private business enterprises. The intent of the City in using this type of fund is to see that the costs (expenses, including depreciation) of providing these services to the general public on a continuing basis are financed or recovered primarily through user charges.

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - Enterprise Funds

AIRPORT

Revenues projected to remain relatively constant over the next fiscal year.

Sales tax revenues derived from land rental agreements will grow as the economy recovers.

TRANSIT

Revenues projected to decrease due to a State transit assistance reduction.

WATER

Water revenues are projected to increase due to a rate increase and cost of living adjustment.

EMERGENCY MEDICAL SERVICES

The increase in revenues represents an increase in General Fund subsidies for Emergency Medical Services.

SANITATION

The Sanitation Fund revenues are projected increase due to a cost of living adjustment.

CULTURAL ARTS CENTER

Revenues are projected to remain constant for fiscal year 2014-15.

SEWER

The Sewer Fund revenues is projected to remain constant in fiscal year 2014-15.

PARKS AND RECREATION

Revenues projected to decline by 8% due to a planned reduction in General Fund subsidy.

**REVENUE PROJECTION DETAIL
INTERNAL SERVICE FUNDS**

Description	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (as of 7/2013)	2014-15 Amended
Fleet Services	6,476,351	6,896,845	6,576,066	6,519,252	6,374,156	6,473,136
Self Insurance	3,724,171	3,660,603	3,825,291	4,148,353	4,598,353	4,598,353
Total Internal Service Funds	<u>10,200,522</u>	<u>10,557,448</u>	<u>10,401,357</u>	<u>10,667,605</u>	<u>10,972,509</u>	<u>11,071,489</u>
Fleet Services						
Operating revenues	5,856,043	5,889,903	5,979,833	5,971,012	5,825,916	5,924,896
Non-Operating revenues and transfers in	620,308	1,006,942	596,233	548,240	548,240	548,240
Total Fleet Services Revenues	<u>6,476,351</u>	<u>6,896,845</u>	<u>6,576,066</u>	<u>6,519,252</u>	<u>6,374,156</u>	<u>6,473,136</u>
Self Insurance						
Operating revenues	2,560,671	2,497,103	2,461,791	2,438,353	2,438,353	2,438,353
Operating transfers in	1,163,500	1,163,500	1,363,500	1,710,000	2,160,000	2,160,000
Total Self-Insurance Revenues	<u>3,724,171</u>	<u>3,660,603</u>	<u>3,825,291</u>	<u>4,148,353</u>	<u>4,598,353</u>	<u>4,598,353</u>

The Internal Service funds are used to account for financing of goods or services provided by one City department to other departments of the City and to other governmental units on a cost-reimbursement basis.

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - Internal Service Funds

Fleet Services Fund

This fund is projected to remain constant in 2014-15.

Self-Insurance Fund

Workers' Compensation and Unemployment Insurance reimbursements

This fund is reflecting higher revenues due to an increase in operating transfers to enhance the cash balance for future claims.

REVENUE PROJECTION DETAIL
EXTERNAL FUND and DEBT SERVICE FUNDS

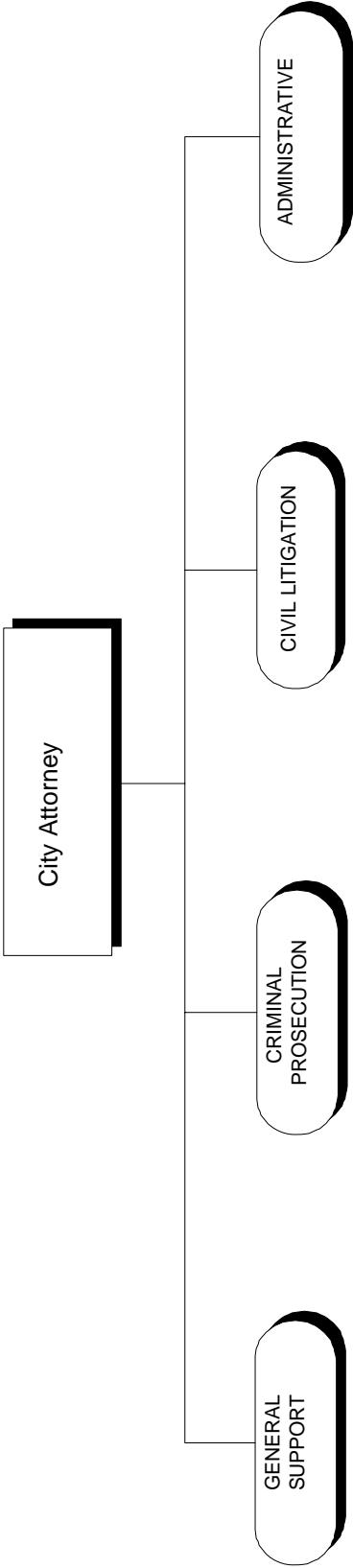
Description	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (as of 7/2013)	2014-15 Amended
<i>Home Improvement Employ Program</i>	251,911	200,836	-	-	-	-
<i>Section 8 Rental Assistance</i>	6,627,217	6,567,121	6,214,211	6,618,000	6,618,000	6,377,500
<i>Rehabilitation Loan Program (HCD)</i>	36,900	-	-	-	-	-
<i>Downtown RDA Successor Agency</i>	14,521,948	22,805,150	4,397,039	6,721,665	2,881,403	2,809,504
<i>RDA Successor Agency - Housing</i>	-	-	-	-	-	-
<i>Redev. Meadow Park Parking Lot</i>	-	21,374	26,280	23,850	23,850	23,850
<i>Government Cable Communications</i>	1,746,217	1,838,799	1,917,956	1,809,800	1,809,800	1,809,800
<i>Cable TV Public Access</i>	423,637	438,675	423,403	424,312	424,312	424,312
<i>Cable TV Public Educ. Government</i>	338,557	355,584	373,439	360,000	360,000	360,000
<i>Animal Control</i>	406,451	322,668	314,227	477,540	481,686	475,833
<i>Police Inmate Welfare Fund</i>	2,185	-	-	10,000	10,000	10,000
<i>Street Lighting District</i>	2,628,942	2,727,338	2,751,532	3,109,879	3,115,379	3,130,161
<i>Vanpool/Rideshare</i>	201,081	231,694	233,586	256,930	256,930	256,930
<i>Air Quality Management</i>	166,912	185,021	177,815	172,000	172,000	172,000
<i>Capital Improvements</i>	-	-	-	-	-	-
<i>Public Property Financing</i>	4,577,116	4,503,716	4,573,980	10,618,424	4,570,520	3,730,191
Total External Funds	31,929,074	40,197,976	21,403,468	30,602,400	20,723,880	19,580,081
REDEVELOPMENT AGENCY						
Capital Project Fund	2,156,488	93,640				
Debt Service Fund	12,365,460	22,711,510				
Total Redevelopment Funds	14,521,948	22,805,150				
Redevelopment Capital Project Fund						
Meadow Park Redevelopment	-	16,676				
Skypark Redevelopment	-	172,087				
Downtown Torrance Redevelopment	381,607	27,329				
Industrial Redevelopment	1,774,881	(122,452)				
Total Redevelopment Revenues	2,156,488	93,640				
Redevelopment Debt Service Fund						
Skypark Redevelopment	620,313	497,675				
Downtown Torrance Redevelopment	3,498,329	1,442,495				
Industrial Redevelopment	8,246,818	20,771,340				
Total Redevelopment Revenues	12,365,460	22,711,510				
SUCCESSOR REDEVELOPMENT AGENCY						
Successor Agency Low Mod			16,782	14,500	368,900	15,000
Successor Agency Debt Service Fund						
Obligation Retirement Fund			4,380,257			
Downtown			-	580,114	581,100	738,900
Industrial			-	4,253,326	1,931,403	2,055,604
Skypark			-	1,873,725	-	-
			4,380,257	6,707,165	2,512,503	2,794,504
Public Property Financing						
1995, 1998 & 2004A&B COP Refunding	\$4,577,116	\$4,503,716	\$4,573,980	\$10,618,424	\$4,570,520	\$3,730,191
Total Revenues	4,577,116	4,503,716	4,573,980	10,618,424	4,570,520	3,730,191
Animal Control						
Fee revenue	237,092	215,100	233,780	222,000	222,000	222,000
General fund subsidy	169,359	107,568	80,447	255,540	259,686	253,833
Total Animal Control Revenues	406,451	322,668	314,227	477,540	481,686	475,833

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CITY ATTORNEY

Mission Statement: To provide the City Council and City Departments with the highest quality legal services in a professional and timely manner. We are committed to serving the public fairly and justly.

DEPARTMENT ORGANIZATION



City Attorney

MISSION STATEMENT

The Office of the City Attorney will provide the City Council and City Departments with the highest quality legal services in a professional and timely manner. We are committed to serving the public fairly and justly.

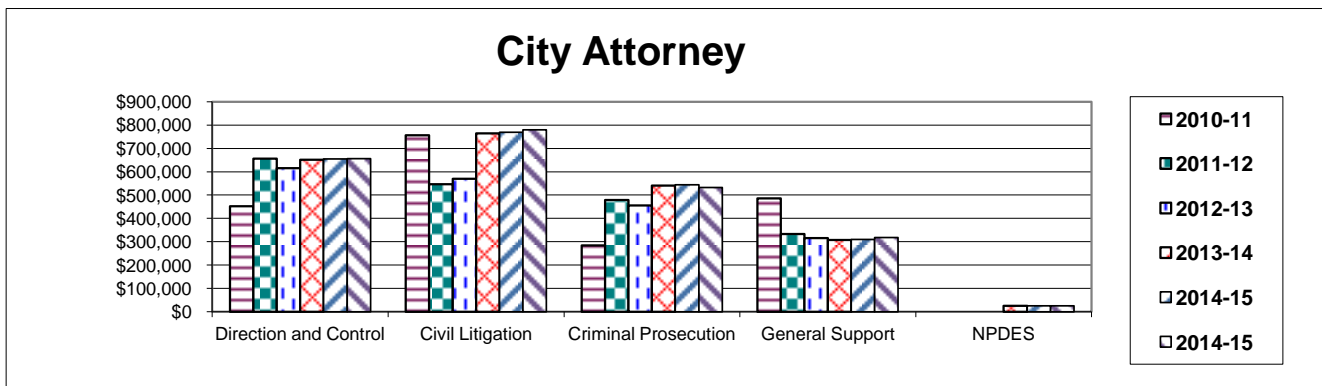
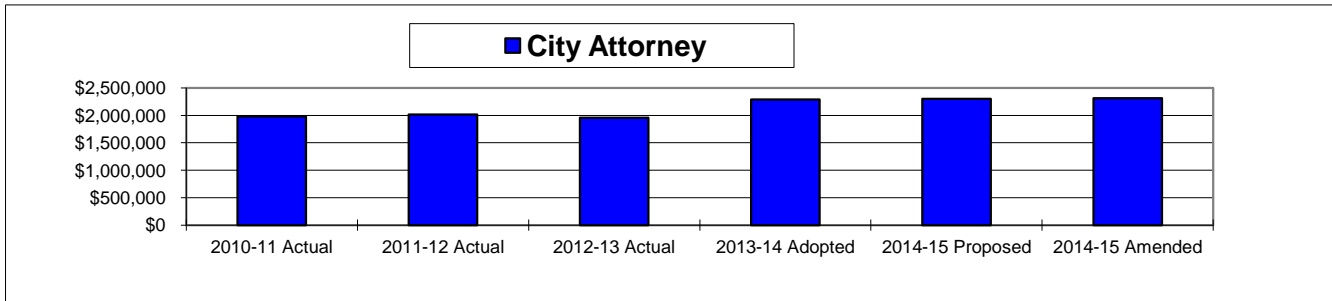
FUNCTIONAL RESPONSIBILITIES

The function of the City Attorney's Office is to advise the City Council, the City, the Redevelopment Agency, and all officers and employees in matters of law related to their offices and duties; to appear in court, or to otherwise provide legal counsel for the City officials, City employees, Redevelopment Agency officials or employees, in matters to which the City or the Agency is a party; to prepare various legal documents, ordinances, resolutions, letters or opinions for the City or the Agency; to prosecute all misdemeanors or infractions occurring within the City limits; to attend various meetings, seminars and conferences to meet with other attorneys or experts in order to stay abreast of current law, trends, problems and processes to protect the City, the Agency and officers and employees, and to better advise them.

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Direction and Control	\$ 451,838	\$ 655,447	\$ 615,504	\$ 651,661	\$ 654,904	\$ 656,341
Civil Litigation	756,411	547,005	570,079	764,573	768,545	779,090
Criminal Prosecution	284,371	479,178	455,342	541,024	544,389	532,832
General Support	486,434	333,443	316,066	307,704	309,553	317,888
Nat. Pol. Disch. Elim. System (NPDES)	-	-	-	25,000	25,000	25,000
General Fund Total	\$ 1,979,053	\$ 2,015,073	\$ 1,956,991	\$ 2,289,962	\$ 2,302,391	\$ 2,311,151
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES

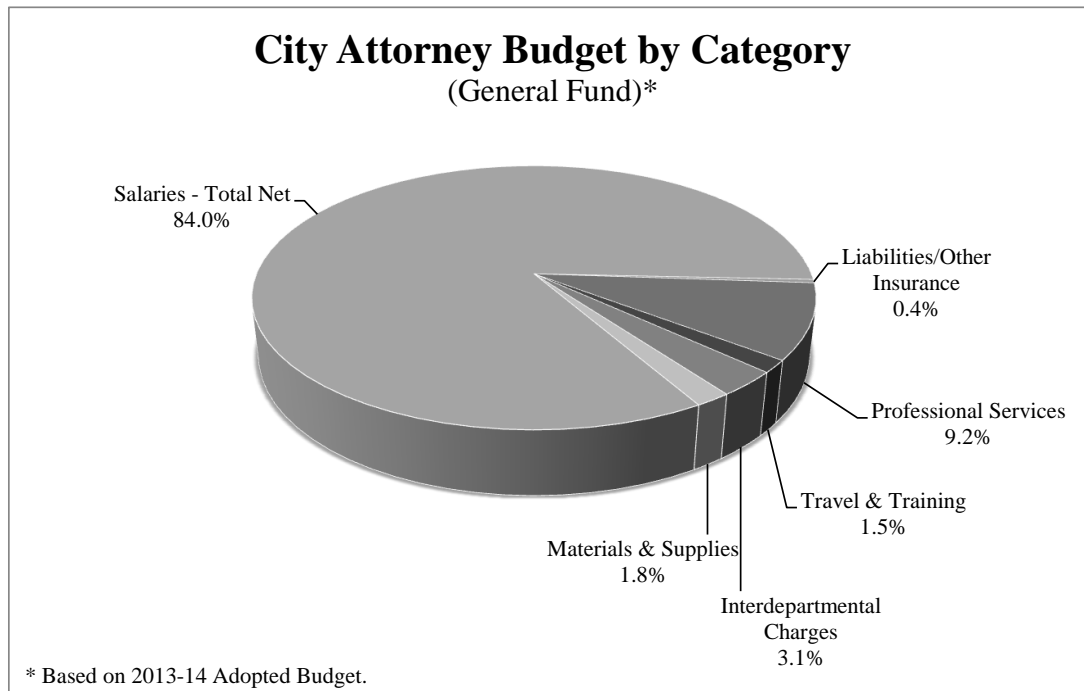


DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 1,726,724	\$ 1,769,812	\$ 1,704,775	\$ 1,993,608	\$ 2,003,508	\$ 2,011,408
Overtime	2,805	898	2,202	5,600	5,600	5,700
Salaries - Total	1,729,529	1,770,710	1,706,977	1,999,208	2,009,108	2,017,108
Salaries - Reimbursements	(62,917)	(75,238)	(70,973)	(74,952)	(74,952)	(74,340)
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	1,666,612	1,695,472	1,636,004	1,924,256	1,934,156	1,942,768
Supplies and Services	312,442	319,601	320,987	365,706	368,235	368,383
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 1,979,053	\$ 2,015,073	\$ 1,956,991	\$ 2,289,962	\$ 2,302,391	\$ 2,311,151

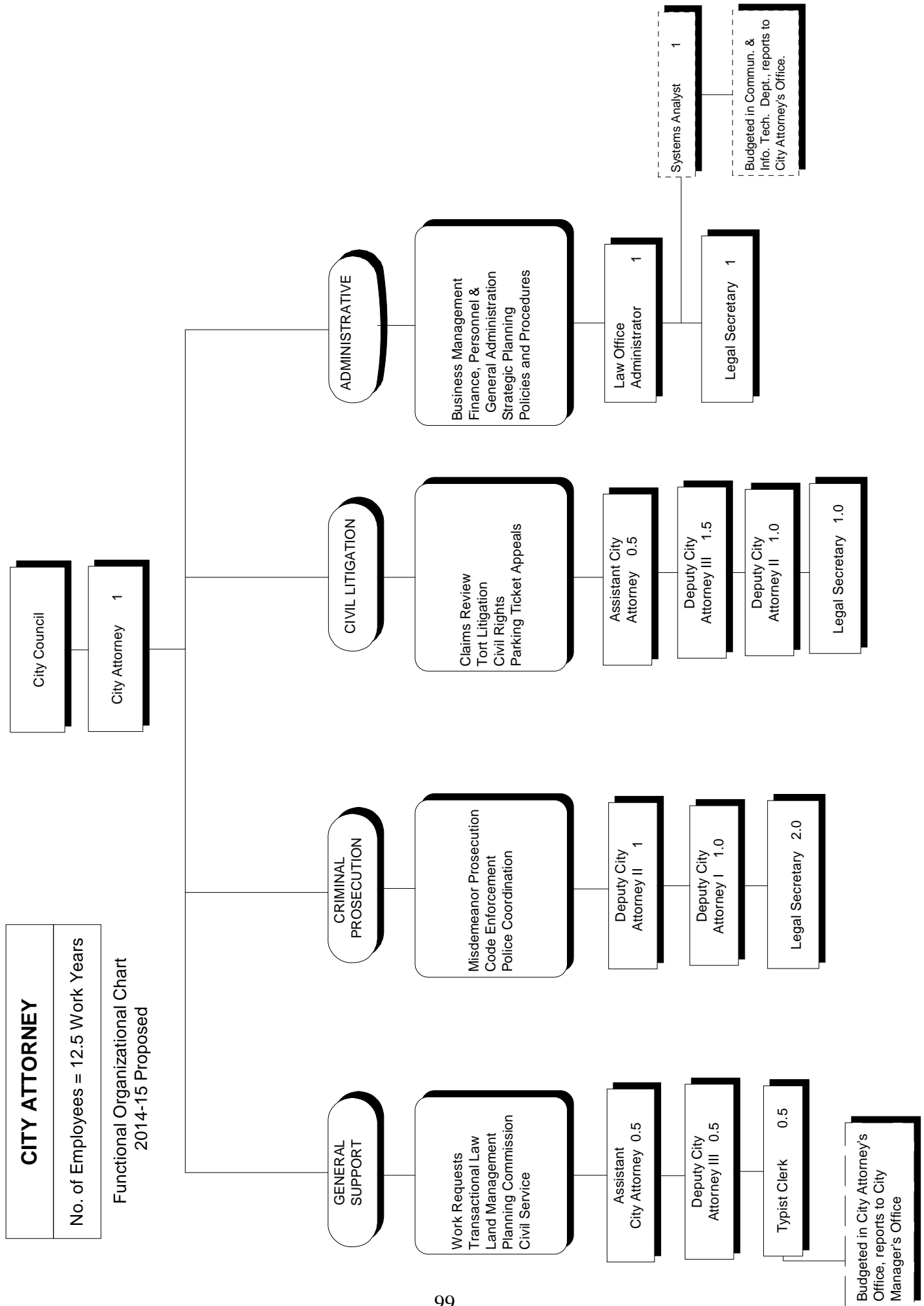
DEPARTMENT BUDGET

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	1,729,529	1,770,710	1,706,977	1,999,208	2,009,108	2,017,108
Salary & Benefit Reimbursements	(62,917)	(75,238)	(70,973)	(74,952)	(74,952)	(74,340)
Materials, Supplies and Maintenance	29,345	27,765	29,705	40,360	40,360	36,166
Professional Services/Contracts	179,276	195,938	193,815	211,025	211,025	213,630
Travel, Training & Membership Dues	15,909	14,703	23,327	34,934	34,934	34,837
Liabilities & Other Insurance	4,090	4,090	4,090	9,505	9,505	9,505
Interdepartmental Charges	52,830	55,235	49,674	49,896	52,425	52,425
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	30,992	21,870	20,376	19,986	19,986	21,820
General Fund Total	\$ 1,979,053	\$ 2,015,073	\$ 1,956,991	\$ 2,289,962	\$ 2,302,391	\$ 2,311,151



CITY ATTORNEY**DEPARTMENT PERSONNEL SUMMARY**

Position Title	2010-11	2011-12	2012-13	2013-14	2014-15	2014-15
	Adopted	Adopted	Adopted	Adopted	Adopted (7-1-13)	Amended
City Attorney	1.0	1.0	1.0	1.0	1.0	1.0
Assistant City Attorney	1.0	1.0	1.0	1.0	1.0	1.0
Law Office Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Deputy City Attorney III	1.0	1.0	1.0	2.0	2.0	2.0
Deputy City Attorney II	2.0	2.0	2.0	2.0	2.0	2.0
Deputy City Attorney I	1.0	1.0	1.0	1.0	1.0	1.0
Legal Secretary	4.0	4.0	4.0	4.0	4.0	4.0
Typist Clerk	0.5	0.5	0.5	0.5	0.5	0.5
Total	11.5	11.5	11.5	12.5	12.5	12.5

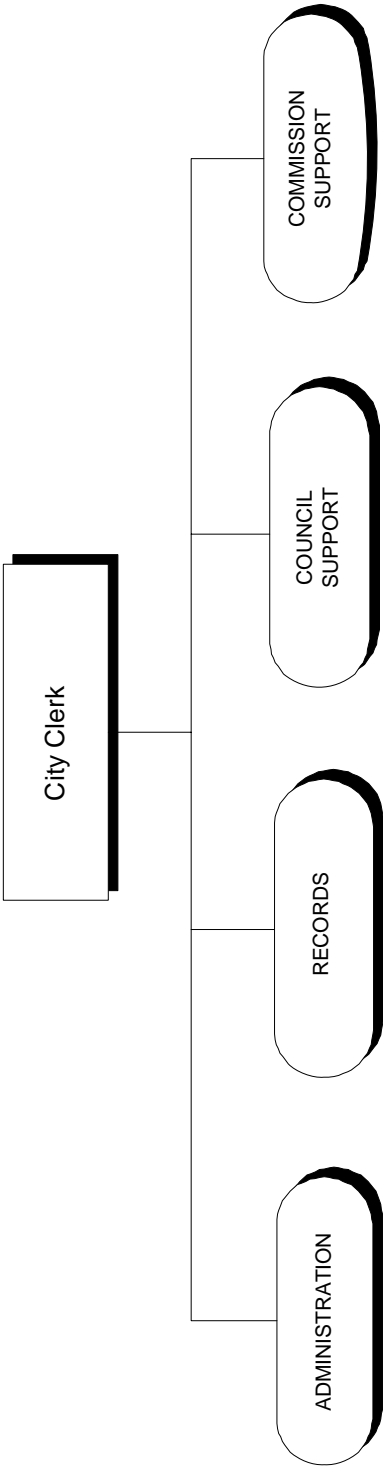


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CITY CLERK

Mission Statement: To serve the citizens of Torrance by maintaining the official records of the City and making them readily accessible to all; to conduct fair and impartial municipal elections; and to promote increased involvement in the processes of government.

DEPARTMENT ORGANIZATION



City Clerk

MISSION STATEMENT

The mission of the City Clerk's Office is to serve the citizens of Torrance by maintaining the official records of the City and making them readily accessible to all; to conduct fair and impartial municipal elections; and to promote increased involvement in the processes of government.

FUNCTIONAL RESPONSIBILITIES

The City Clerk is the custodian of City records and keeper of the City Seal. The City Clerk is the agent for service of legal process on the City and accepts claims in actions against the City, administers oaths or affirmations, takes affidavits or depositions in actions pertaining to affairs of the City, and serves as Clerk of the City Council. The City Clerk is elected by the people and is responsible to the voters. The City Clerk is the City's Election Officer and as such conducts municipal elections and provides voter registration. The City Clerk's Office also provides minute secretarial services for City Council and advisory commission meetings, maintenance of the Municipal Code and conducts the opening of all formal City bids.

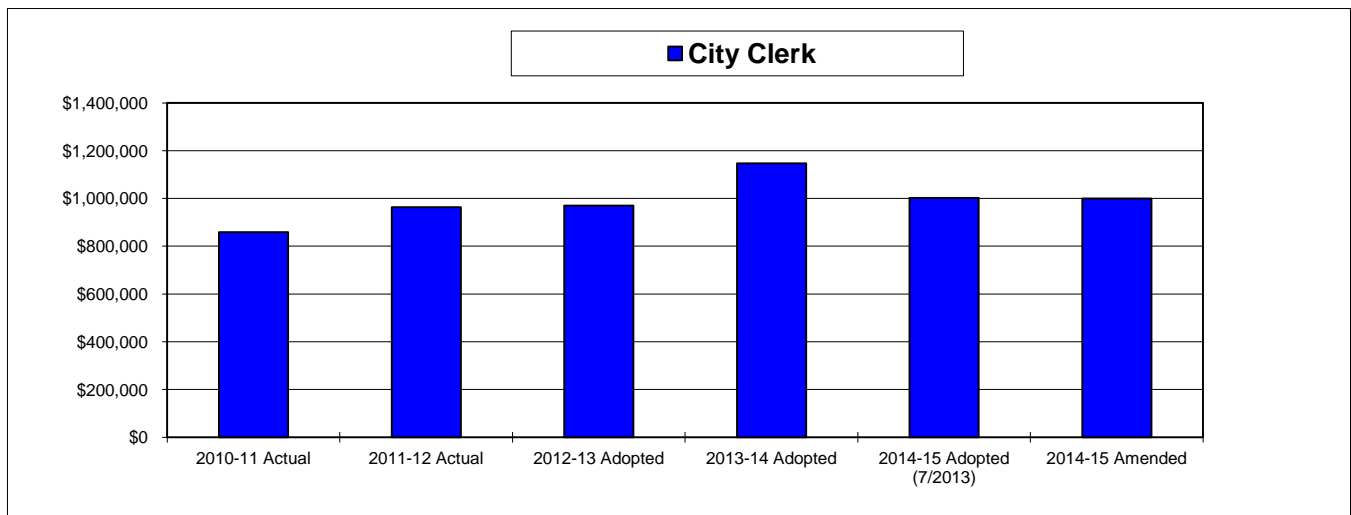
DEPARTMENT BUDGET SUMMARY

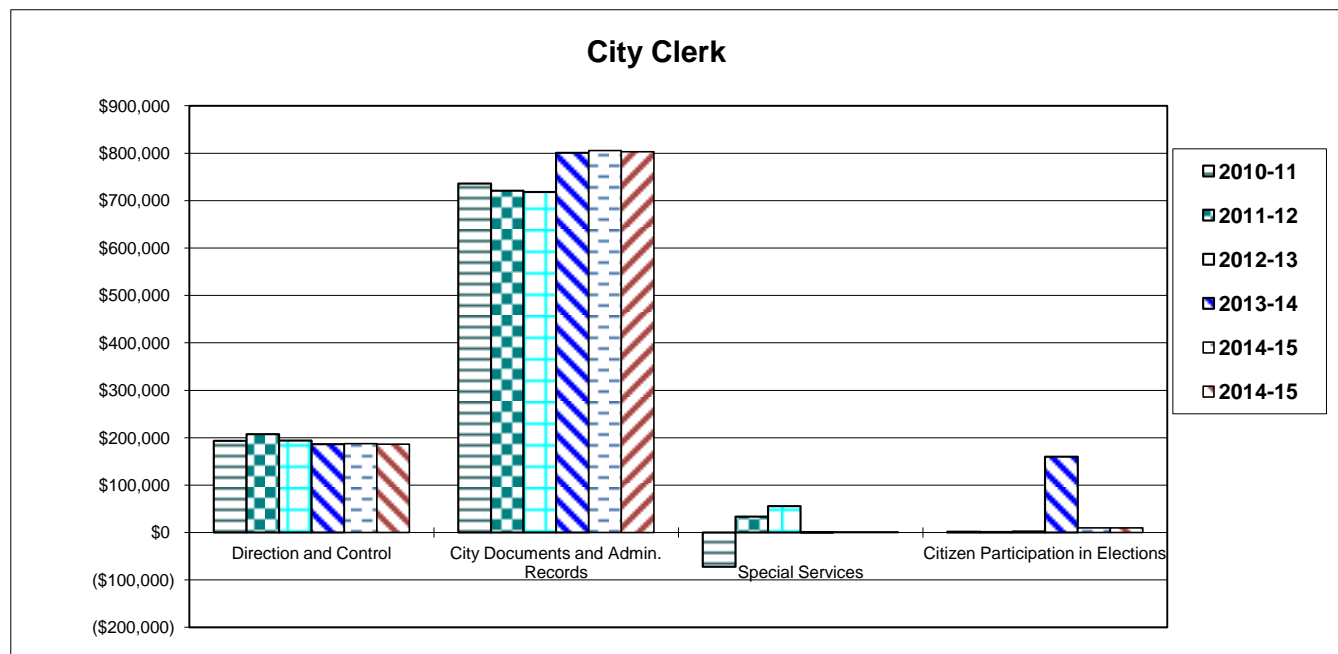
Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Direction and Control	\$ 193,308	\$ 207,603	\$ 193,733	\$ 186,292	\$ 187,192	\$ 186,492
City Documents and Admin. Records	735,694	720,890	717,962	800,423	805,500	802,979
Special Services	(72,361)	33,528	55,572	200	200	200
Citizen Participation in Elections *	1,659	1,109	2,525	160,000	10,000	10,000
General Fund Total	\$ 858,300	\$ 963,130	\$ 969,792	\$ 1,146,915	\$ 1,002,892	\$ 999,671
General Fund Revenues	\$ 8,887	\$ 11,015	\$ 10,664	\$ 10,000	\$ 10,000	\$ 10,000

Note: Negative amounts reflect actual expenditures which were less than budgeted reimbursements.

* Elections are held on even numbered years.

EXPENDITURES





Note - reimbursements for minute secretary flat rate costs reflect anticipated expenditures that currently exceed budgeted costs.

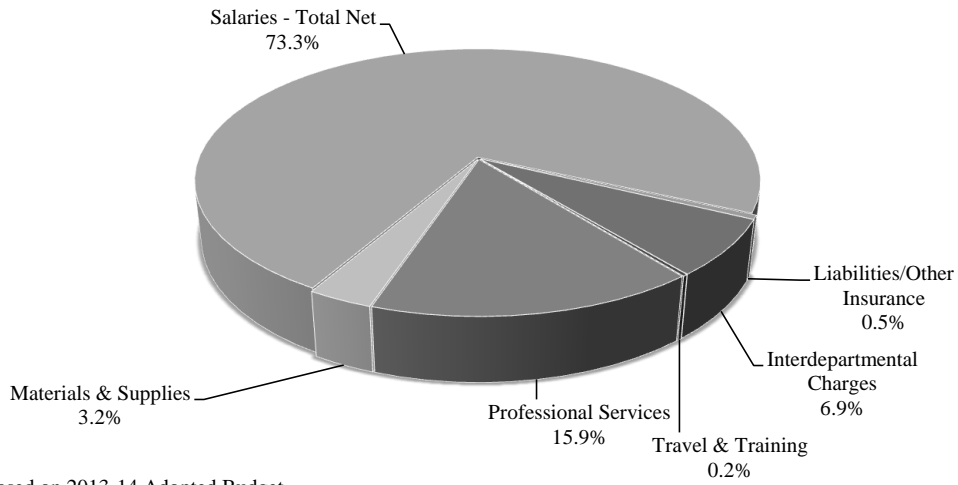
DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 842,673	\$ 837,101	\$ 826,655	\$ 838,744	\$ 843,044	\$ 839,744
Overtime	295	1,643	2,153	2,300	2,300	2,300
Salaries - Total	842,968	838,744	828,808	841,044	845,344	842,044
Salaries - Reimbursements	(171,700)	(150)	-	-	-	-
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	671,268	838,594	828,808	841,044	845,344	842,044
Supplies and Services	187,032	124,536	140,984	305,871	157,548	157,627
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 858,300	\$ 963,130	\$ 969,792	\$ 1,146,915	\$ 1,002,892	\$ 999,671

DEPARTMENT BUDGET

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 842,968	\$ 838,744	\$ 828,808	\$ 841,044	\$ 845,344	\$ 842,044
Salary & Benefit Reimbursements	(171,700)	(150)	-	-	-	-
Materials, Supplies and Maintenance	27,087	19,546	16,873	36,352	36,352	36,352
Professional Services/Contracts	76,183	60,365	41,204	182,314	32,314	32,314
Travel, Training & Membership Dues	2,668	2,571	2,325	2,692	2,692	2,692
Liabilities & Other Insurance	2,454	2,454	2,454	5,703	5,703	5,703
Interdepartmental Charges	67,585	72,904	70,912	71,380	73,057	73,057
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	(41,215)	-	-	-	-
Operating Transfer Out	11,055	7,911	7,216	7,430	7,430	7,509
General Fund Total	\$ 858,300	\$ 963,130	\$ 969,792	\$ 1,146,915	\$ 1,002,892	\$ 999,671

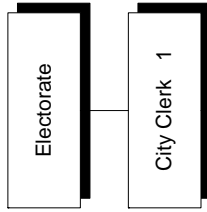
City Clerk Budget by Category (General Fund)*



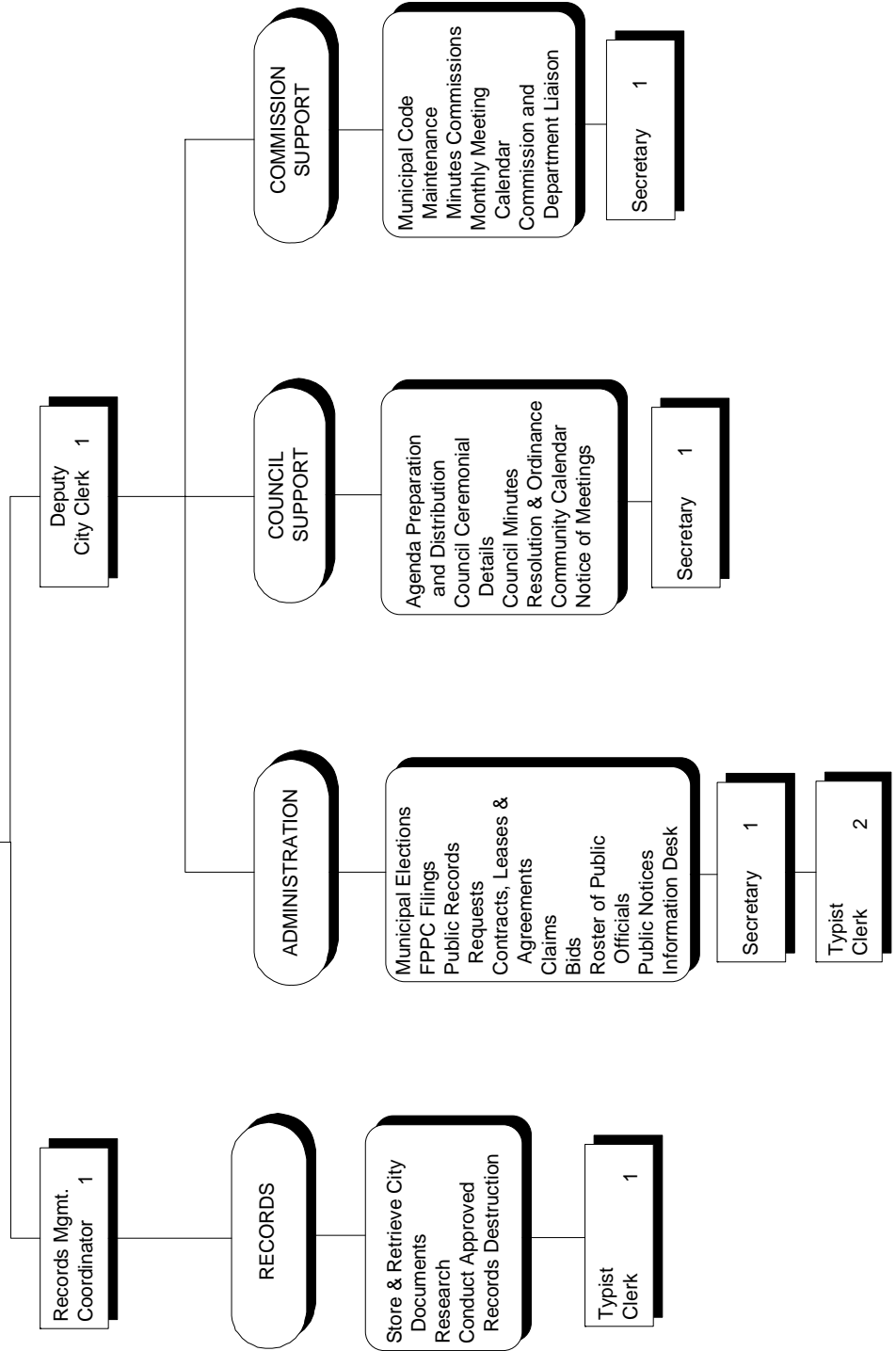
CITY CLERK DEPARTMENT PERSONNEL SUMMARY

Position Title	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
City Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Deputy City Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Records Management Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	3.0	3.0	3.0	3.0	3.0	3.0
Typist Clerk	2.5	2.5	2.5	3.0	3.0	3.0
Total	8.5	8.5	8.5	9.0	9.0	9.0

CITY CLERK	
No. of Employees = 9.0	Work Years



Functional Organizational Chart
2014-15 Proposed



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City Council

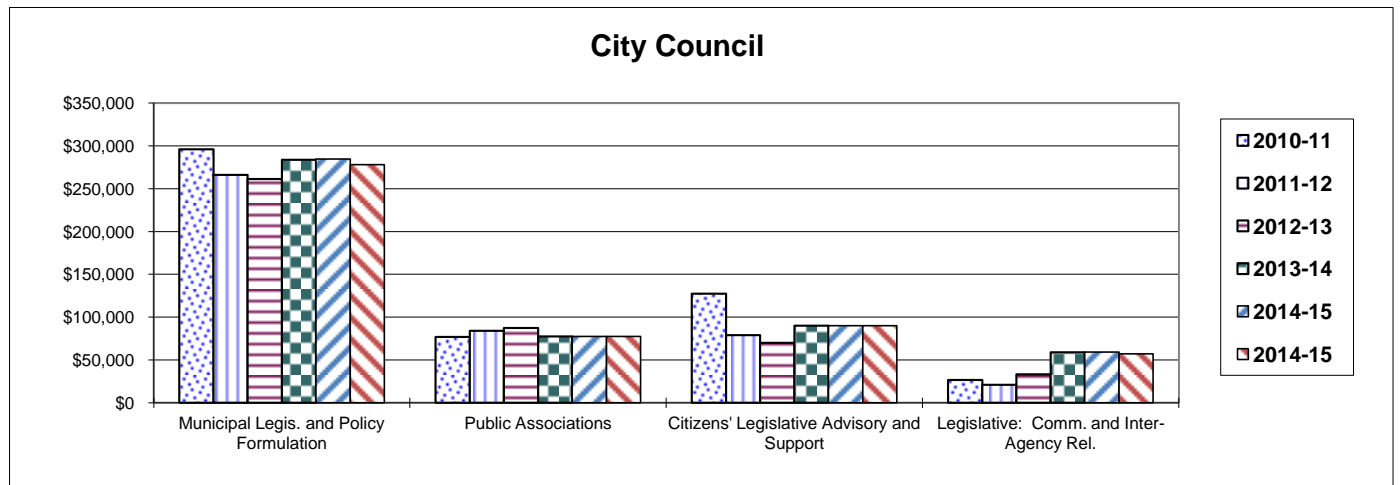
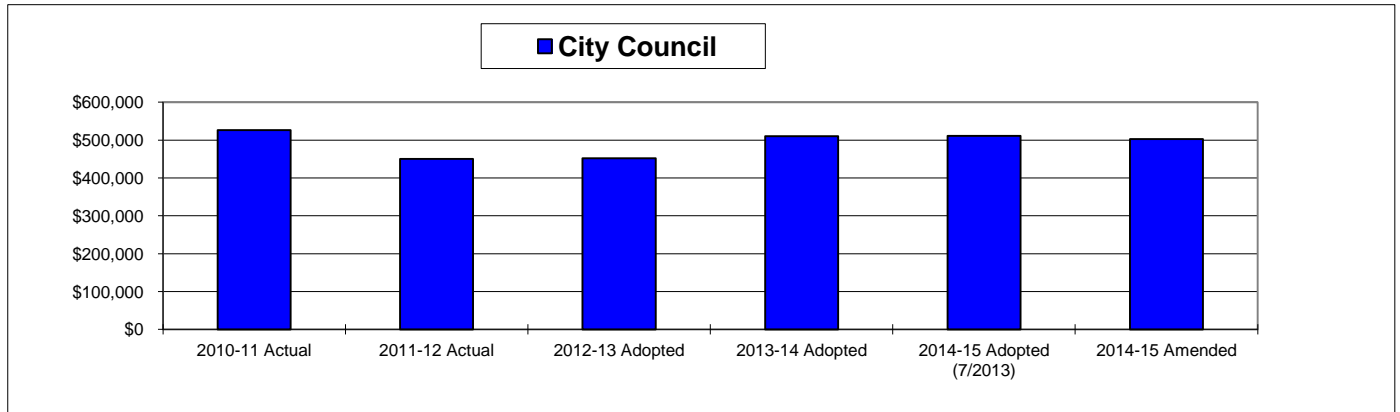
FUNCTIONAL RESPONSIBILITIES

The City Council consists of Mayor and six Council members who are elected by the citizens of Torrance. They serve as representatives at large to establish policy, levy taxes, secure revenues, authorize expenditures, adopt an annual budget and conduct weekly City Council meetings and various workshops and committee meetings.

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Municipal Legis. and Policy Formulation	\$ 295,966	\$ 266,190	\$ 261,411	\$ 283,815	\$ 284,744	\$ 277,944
Public Associations	76,693	83,975	87,337	77,356	77,356	77,356
Citizens' Legislative Advisory and Support	127,337	78,902	69,994	90,063	90,063	90,063
Legislative: Comm. and Inter-Agency Rel.	26,660	21,000	33,070	58,911	59,111	57,011
General Fund Total	\$ 526,656	\$ 450,067	\$ 451,812	\$ 510,145	\$ 511,274	\$ 502,374
General Fund Revenues	\$ 5,000	\$ 10,180	\$ 2,000	\$ -	\$ -	\$ -

EXPENDITURES

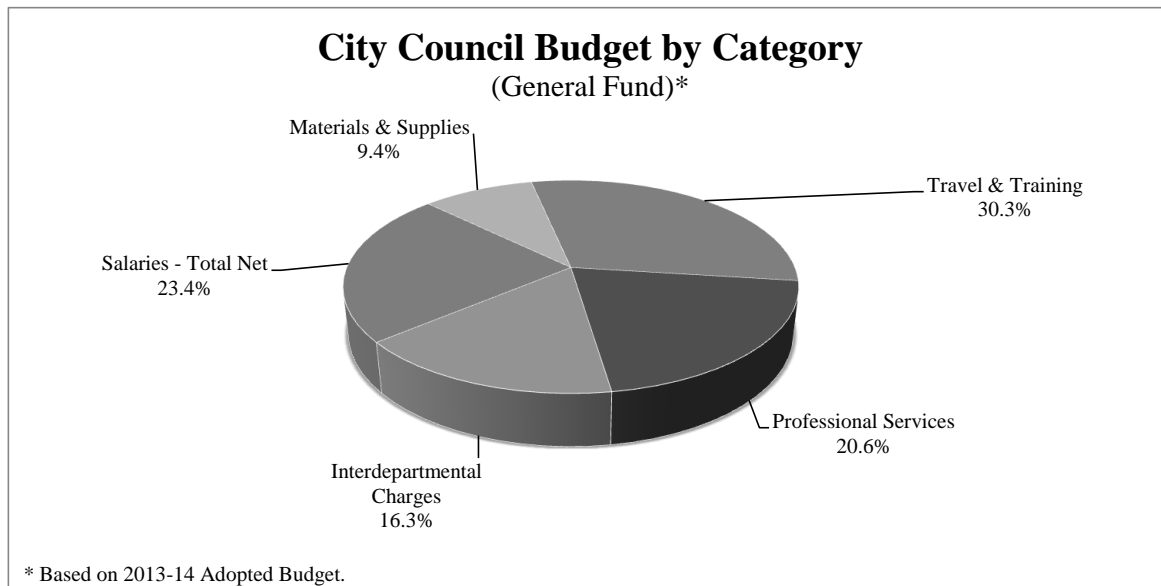


DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 115,128	\$ 93,954	\$ 102,736	\$ 119,200	\$ 119,700	\$ 110,800
Overtime	-	-	-	-	-	-
Salaries - Total	115,128	93,954	102,736	119,200	119,700	110,800
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	103,610	-	-	-	-	-
Salaries - Total Net	218,738	93,954	102,736	119,200	119,700	110,800
Supplies and Services	307,918	356,113	349,076	390,945	391,574	391,574
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 526,656	\$ 450,067	\$ 451,812	\$ 510,145	\$ 511,274	\$ 502,374

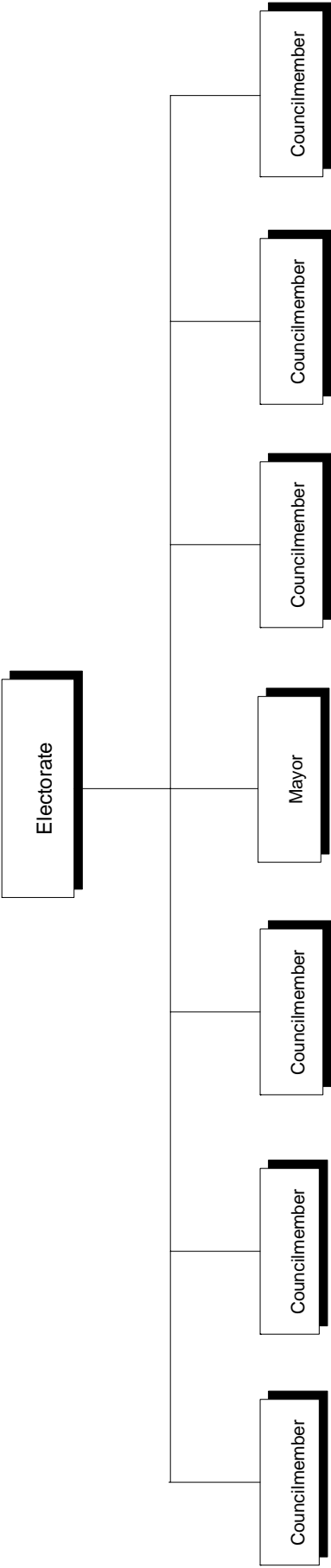
DEPARTMENT BUDGET

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 218,738	\$ 93,954	\$ 102,736	\$ 119,200	\$ 119,700	\$ 110,800
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	19,998	28,568	22,616	48,016	48,016	48,016
Professional Services/Contracts	75,459	81,537	104,596	105,146	105,146	105,146
Travel, Training & Membership Dues	130,356	126,522	140,058	154,722	154,722	154,722
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	77,811	116,314	79,516	80,811	81,440	81,440
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	4,294	3,172	2,290	2,250	2,250	2,250
General Fund Total	\$ 526,656	\$ 450,067	\$ 451,812	\$ 510,145	\$ 511,274	\$ 502,374


CITY COUNCIL
DEPARTMENT PERSONNEL SUMMARY

Position Title	2010-11 Adopted	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Mayor	1.0	1.0	1.0	1.0	1.0	1.0
Councilmember	6.0	6.0	6.0	6.0	6.0	6.0
Total	7.0	7.0	7.0	7.0	7.0	7.0

CITY COUNCIL
No. of Employees = 7 Work Years

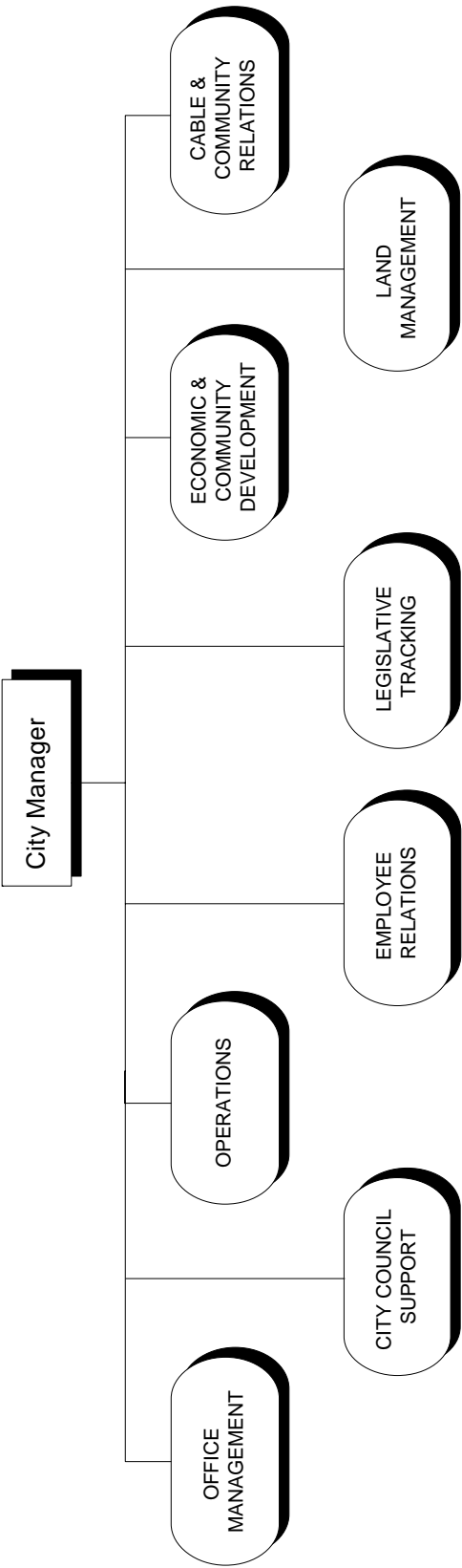


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CITY MANAGER

Mission Statement: To guide and coordinate the efforts of the City departments in carrying out the policies formulated by the City Council. The City Manager's goal is to develop and implement a strategic plan that provides a maximum quality of life for the residents of the community at the optimum cost, and to facilitate the implementation of the City's mission statement, General Plan, and the priorities of the Strategic Plan. The City Manager also directs the activities of the Cable Television Division and manages the community relations efforts of the City.

DEPARTMENT ORGANIZATION



City Manager

MISSION STATEMENT

The mission of the City Manager and the City Manager's Office is to guide and coordinate the efforts of the City departments in carrying out the policies formulated by the City Council. The City Manager's goal is to develop and implement a strategic plan that provides a maximum quality of life for the residents of the community at the optimum cost, and to facilitate the implementation of the City's mission statement, General Plan, and the priorities of the Strategic Plan. The City Manager also directs the activities of the Cable Television Division and manages the community relations efforts of the City.

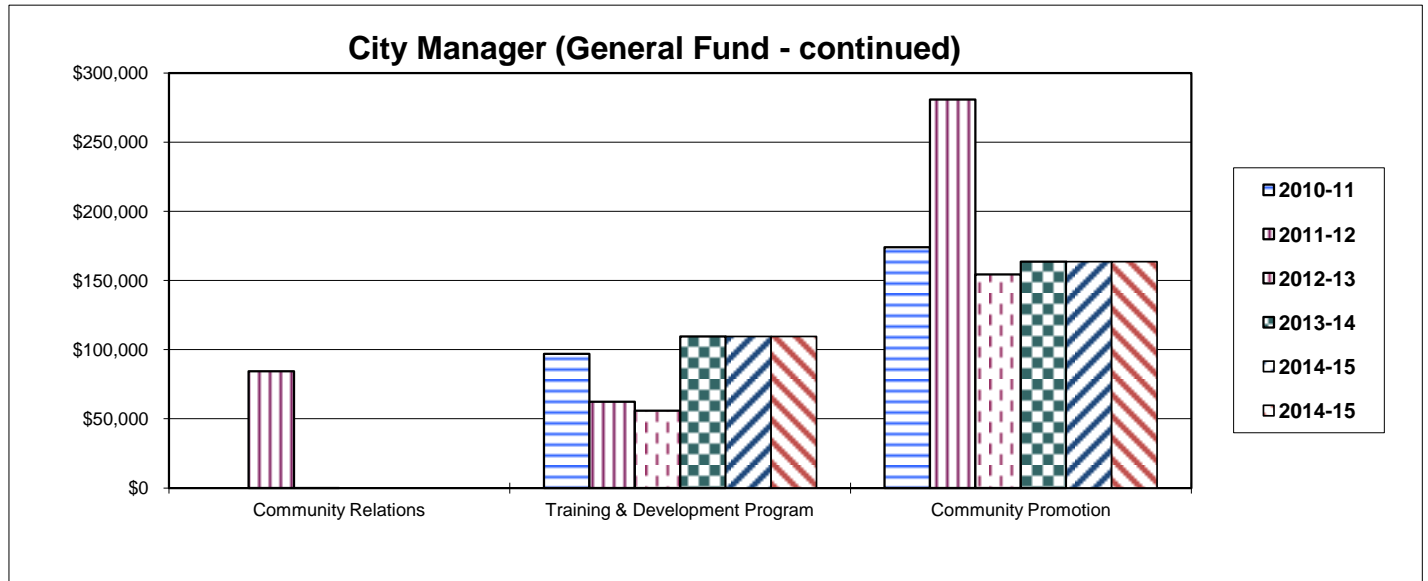
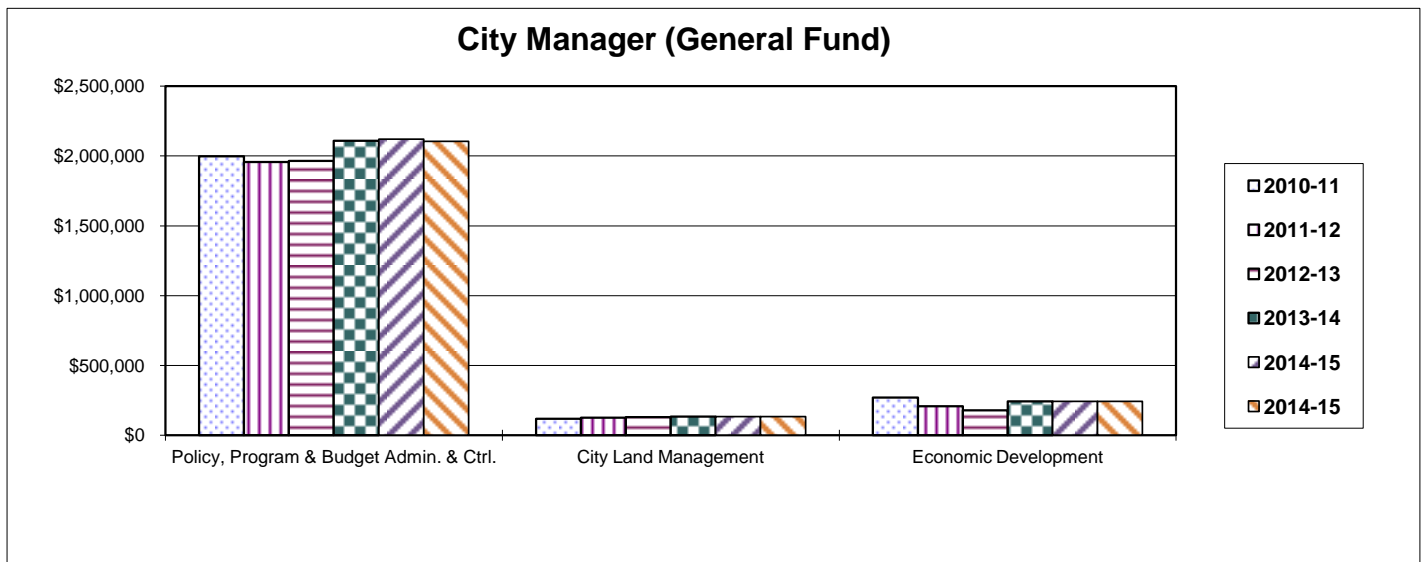
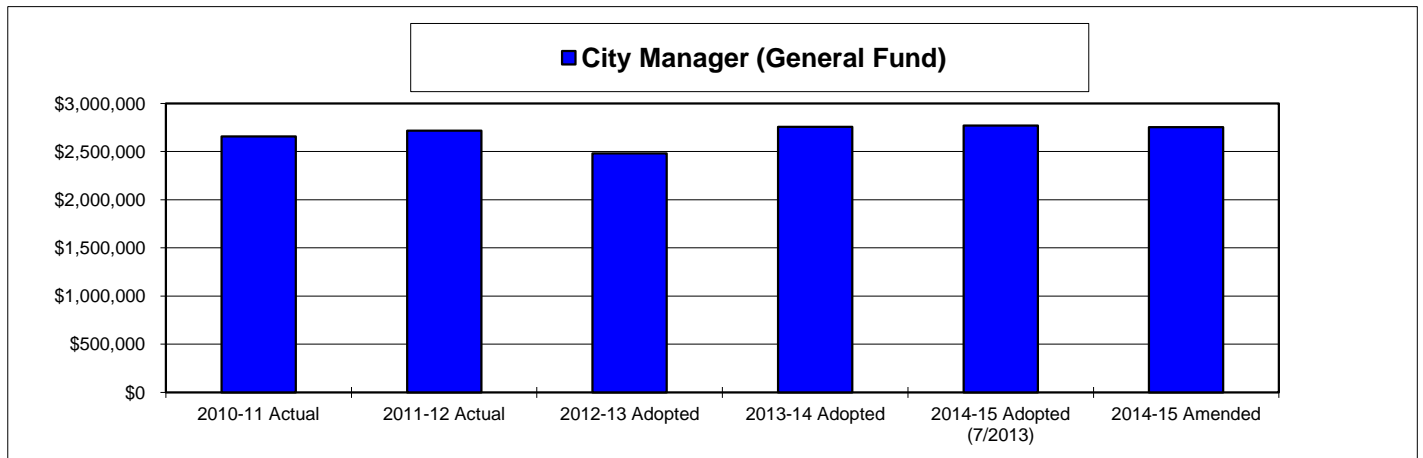
FUNCTIONAL RESPONSIBILITIES

The function of the City Manager's office is to manage all municipal activities as provided by the City Charter; to advise the City Council on the City's financial and capital improvement needs and other municipal matters; to ensure enforcement of all City laws and ordinances; to manage the City's properties; to submit a balanced budget; to direct all City departments; to appoint department heads and authorize appointment of all other employees of the City; to direct the City's capital improvement programs; to inform the public of City activities and services through various media; and to represent management in employer-employee relations matters. The City Manager's office is the focal point for economic and community development.

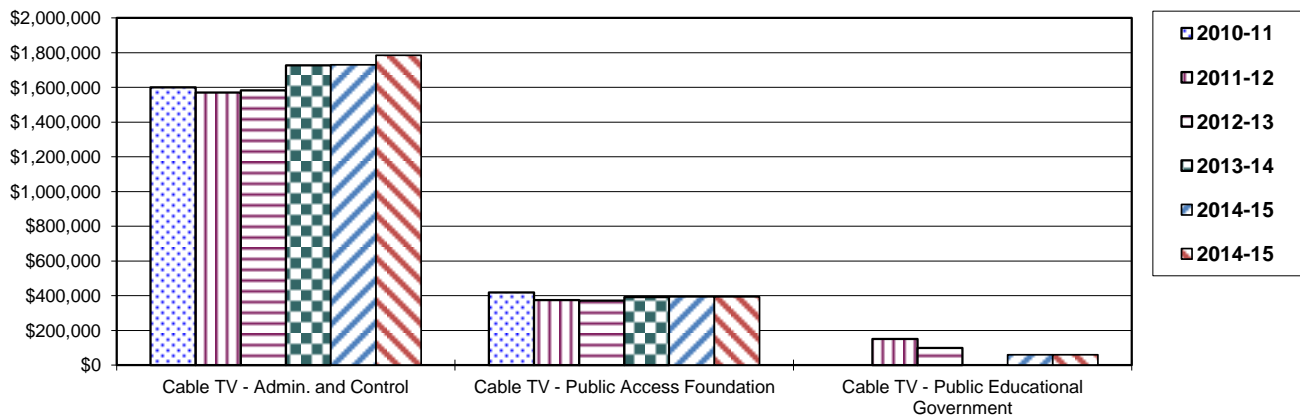
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
General Fund:						
Policy, Program & Budget Admin. & Ctrl.	\$ 1,998,975	\$ 1,956,817	\$ 1,964,607	\$ 2,109,593	\$ 2,120,608	\$ 2,105,335
City Land Management	117,125	125,343	129,037	132,850	133,450	132,750
Economic Development	270,248	207,140	178,345	243,022	243,022	241,622
Community Relations	-	84,370	190	-	-	-
Training & Development Program	96,916	62,336	55,903	109,497	109,497	109,497
Community Promotion	173,945	280,750	154,297	163,500	163,500	163,500
Cable TV Community Relations	97,344	67,212	-	-	-	-
General Fund Total	\$ 2,754,553	\$ 2,783,968	\$ 2,482,379	\$ 2,758,462	\$ 2,770,077	\$ 2,752,704
General Fund Revenues	\$ 15,570	\$ 176,126	\$ 34,035	\$ 10,000	\$ 10,000	\$ 10,000
Externally Funded:						
Cable TV - Admin. and Control	\$ 1,600,251	\$ 1,570,738	\$ 1,582,859	\$ 1,727,555	\$ 1,730,540	\$ 1,785,305
Cable TV - Public Access Foundation	418,455	374,988	371,668	392,103	392,669	392,950
Cable TV - Public Educational Government	-	150,000	98,784	-	60,000	60,000
Externally Funded Total	\$ 2,018,706	\$ 2,095,726	\$ 2,053,311	\$ 2,119,658	\$ 2,183,209	\$ 2,238,255
Externally Funded Revenues						
Cable TV - Admin. and Control	\$ 1,746,217	\$ 1,838,799	\$ 1,917,956	\$ 1,809,800	\$ 1,809,800	\$ 1,809,800
Cable TV - Public Access Foundation	423,637	438,675	423,403	424,312	424,312	424,312
Cable TV - Public Educational Government	338,557	355,584	373,439	360,000	360,000	360,000
Externally Funded Revenues Total	\$ 2,508,411	\$ 2,633,058	\$ 2,714,798	\$ 2,594,112	\$ 2,594,112	\$ 2,594,112

EXPENDITURES



City Manager (Externally Funded)



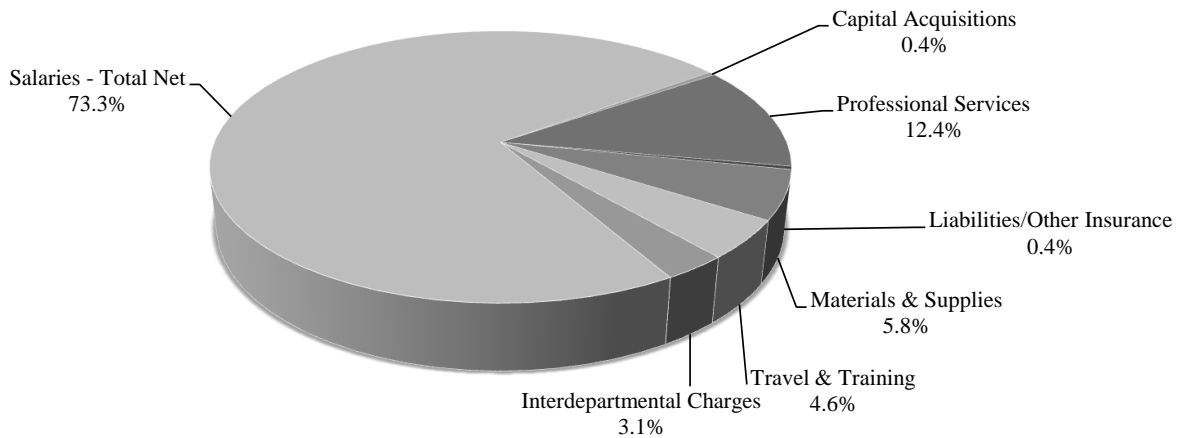
DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 2,041,782	\$ 2,018,337	\$ 2,113,109	\$ 2,162,169	\$ 2,172,269	\$ 2,157,169
Overtime	31,456	24,838	25,175	23,400	23,300	23,100
Salaries - Total	2,073,238	2,043,175	2,138,284	2,185,569	2,195,569	2,180,269
Salaries - Reimbursements	(213,712)	(165,056)	(244,642)	(216,983)	(216,983)	(218,960)
Salaries - Labor Charges	40,421	46,560	50,801	54,400	54,400	54,400
Salaries - Total Net	1,899,947	1,924,679	1,944,443	2,022,986	2,032,986	2,015,709
Supplies and Services	850,214	851,667	535,224	723,976	725,591	725,495
Capital Outlay	4,392	7,622	2,712	11,500	11,500	11,500
General Fund Total	\$ 2,754,553	\$ 2,783,968	\$ 2,482,379	\$ 2,758,462	\$ 2,770,077	\$ 2,752,704

DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 2,113,659	\$ 2,089,735	\$ 2,189,085	\$ 2,239,969	\$ 2,249,969	\$ 2,234,669
Salary & Benefit Reimbursements	(213,712)	(165,056)	(244,642)	(216,983)	(216,983)	(218,960)
Materials, Supplies and Maintenance	72,845	90,276	62,746	160,430	160,430	160,430
Professional Services/Contracts	576,790	576,265	269,246	342,165	342,165	342,165
Travel, Training & Membership Dues	111,468	94,239	115,085	126,656	126,656	126,656
Liabilities & Other Insurance	4,399	4,399	4,399	10,175	10,175	10,175
Interdepartmental Charges	71,578	75,129	73,065	74,158	75,773	75,773
Capital Acquisitions	4,392	7,622	2,712	11,500	11,500	11,500
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	13,134	11,359	10,683	10,392	10,392	10,296
General Fund Total	\$ 2,754,553	\$ 2,783,968	\$ 2,482,379	\$ 2,758,462	\$ 2,770,077	\$ 2,752,704

City Manager Budget by Category (General Fund)*



* Based on 2013-14 Adopted Budget.

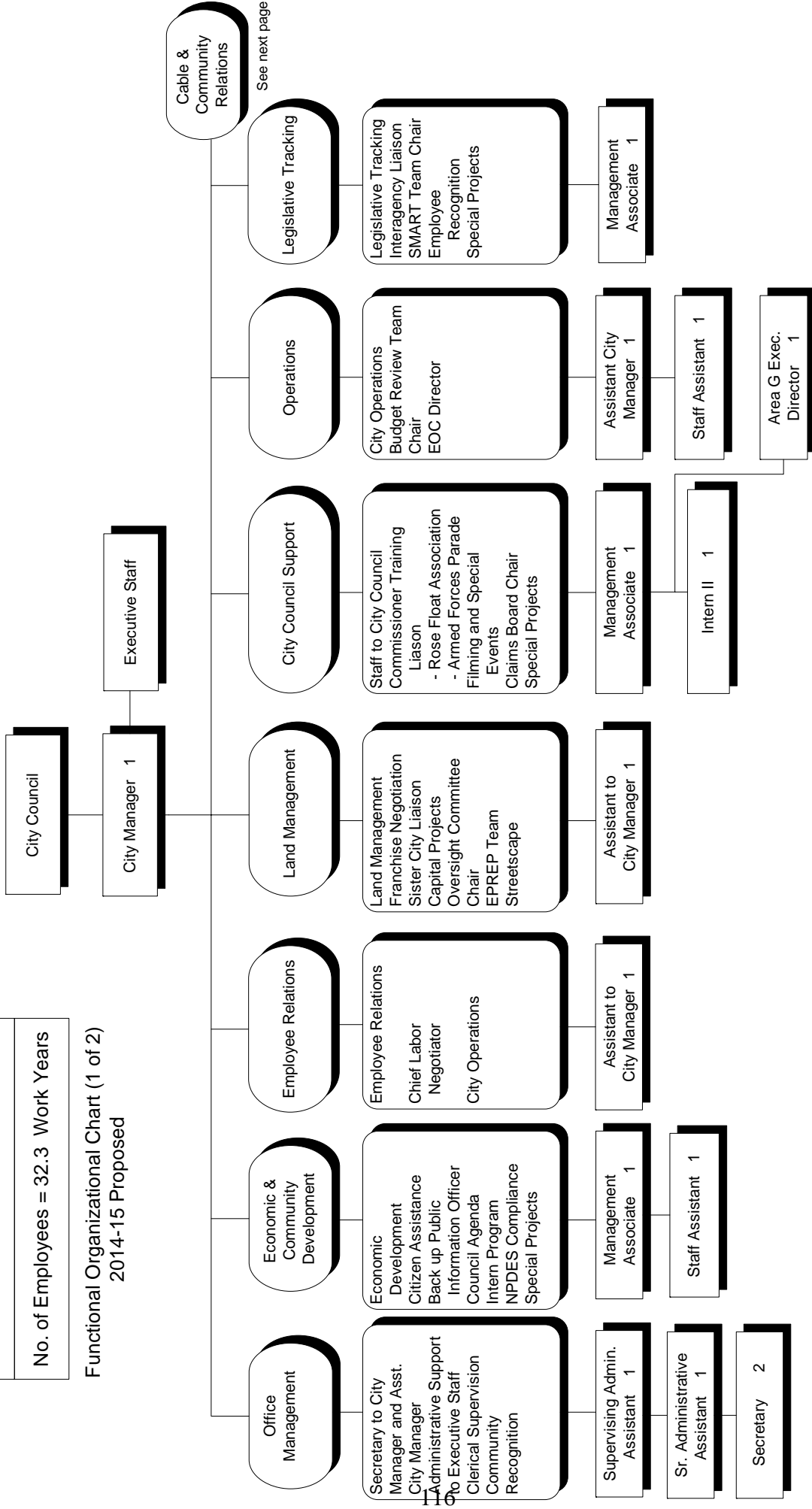
CITY MANAGER DEPARTMENT PERSONNEL SUMMARY

Position Title	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
City Manager	1.0	1.0	1.0	1.0	1.0	1.0
Assistant City Manager	1.0	1.0	1.0	1.0	1.0	1.0
Assistant to City Manager	2.0	2.0	2.0	2.0	2.0	2.0
Management Associate	3.0	3.0	3.0	3.0	3.0	3.0
Area G Executive Director	1.0	1.0	1.0	1.0	1.0	1.0
Supervising Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Senior Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Staff Assistant	1.0	1.0	1.0	2.0	2.0	2.0
Secretary	2.0	2.0	2.0	2.0	2.0	2.0
Intern	1.0	1.0	1.0	1.0	1.0	1.0
Total General Fund	14.0	14.0	14.0	15.0	15.0	15.0
Cable Television:						
Cable and Community Relations Manager	1.0	1.0	1.0	1.0	1.0	1.0
Operations Assistant	3.0	3.0	3.0	3.0	3.0	3.0
Production Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Producer/Writer	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Producer/Writer	1.0	1.0	1.0	1.0	1.0	1.0
Production Assistant	4.5	4.5	4.5	4.5	4.5	4.5
Cable TV Announcer	1.8	1.8	1.8	1.8	1.8	1.8
Staff Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Intern	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Total Cable Television Fund	17.3	17.3	17.3	17.3	17.3	17.3
Department Total	31.3	31.3	31.3	32.3	32.3	32.3

Note - City Council's Staff Assistant is included in City Manager's personnel summary.

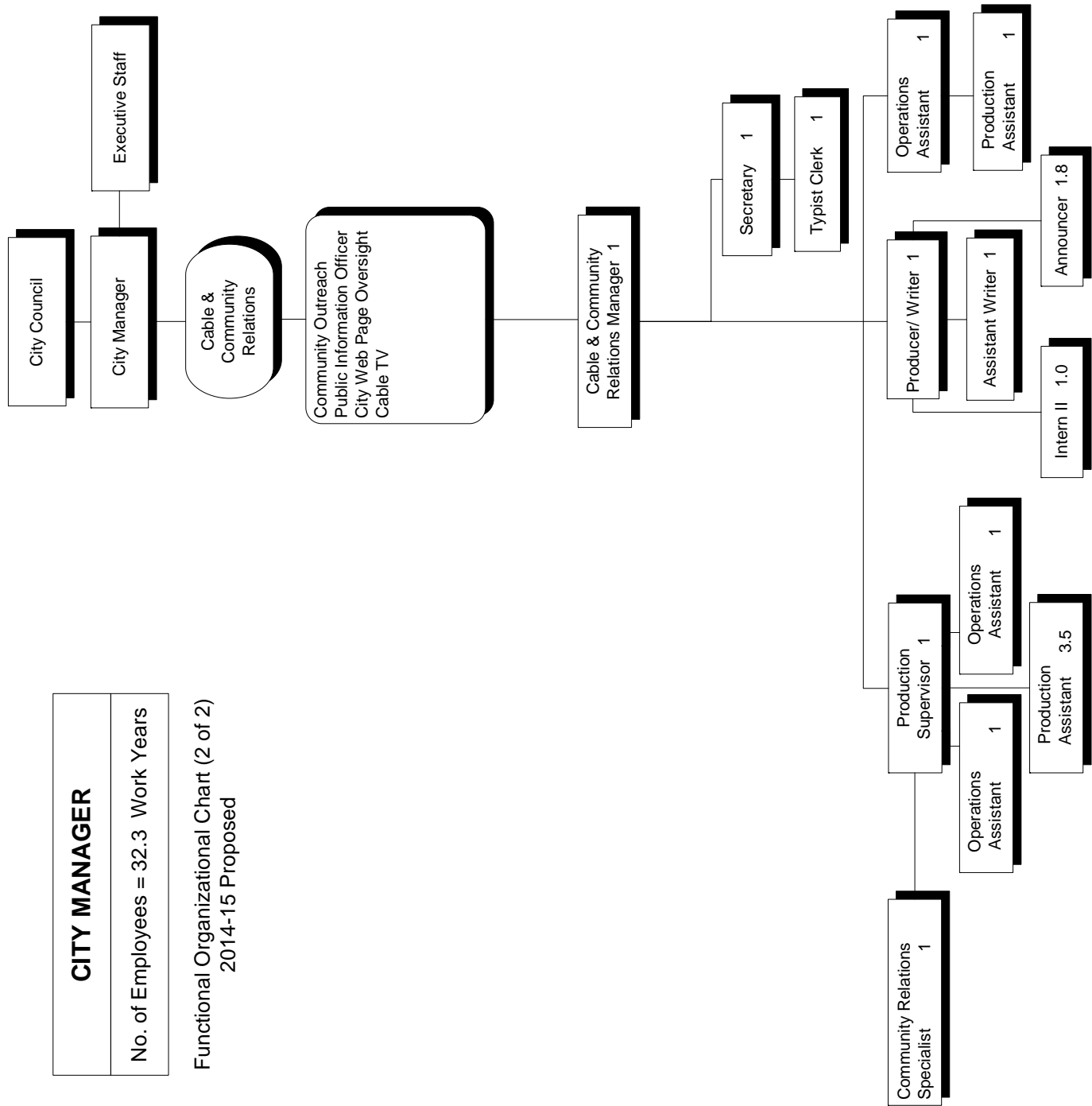
CITY MANAGER	
No. of Employees = 32.3	Work Years

Functional Organizational Chart (1 of 2)
2014-15 Proposed



CITY MANAGER	
No. of Employees = 32.3	Work Years

Functional Organizational Chart (2 of 2)
2014-15 Proposed

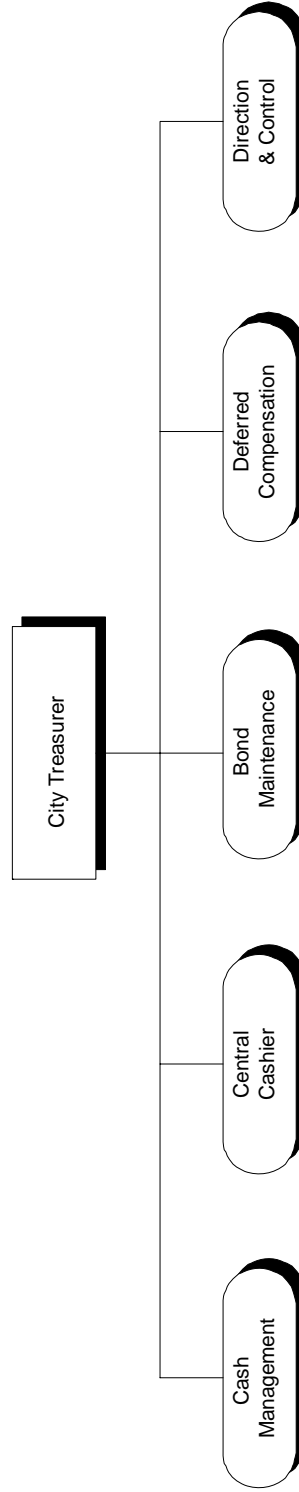


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CITY TREASURER

Mission Statement: To be responsible to the electorate for overseeing the custody and safekeeping of all City funds and for the investment of surplus cash in accordance with the City's investment policy.

DEPARTMENT ORGANIZATION



City Treasurer

MISSION STATEMENT

The Office of the City Treasurer is responsible to the electorate for overseeing the custody and safekeeping of all City funds; and for the investment of surplus cash in accordance with the City's investment policy.

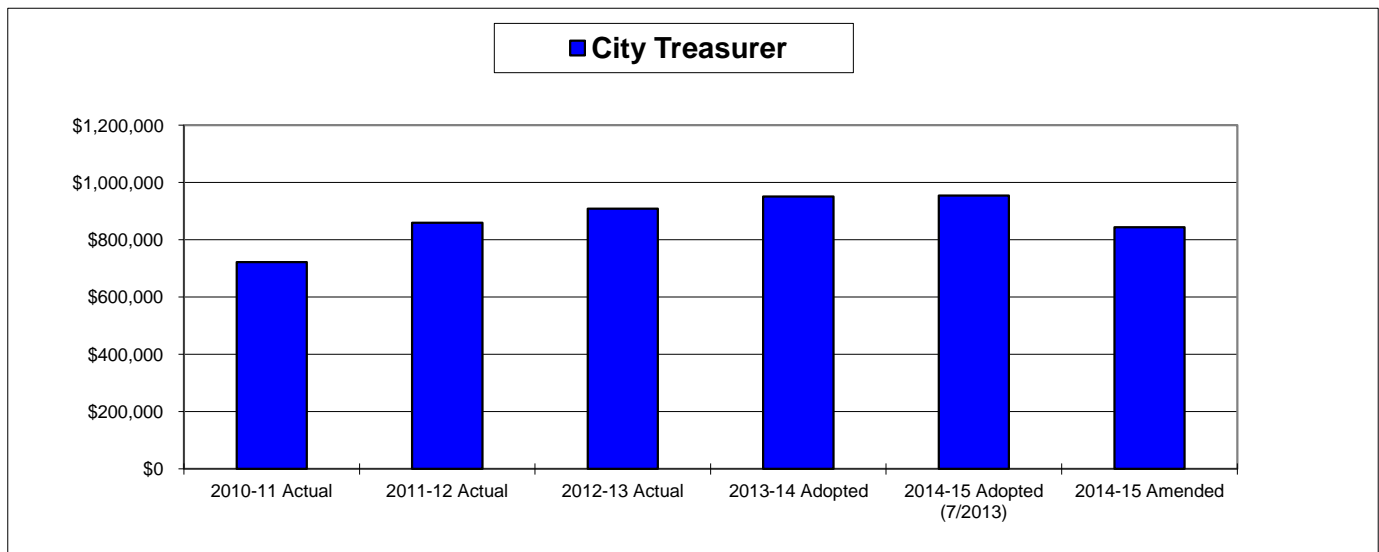
FUNCTIONAL RESPONSIBILITIES

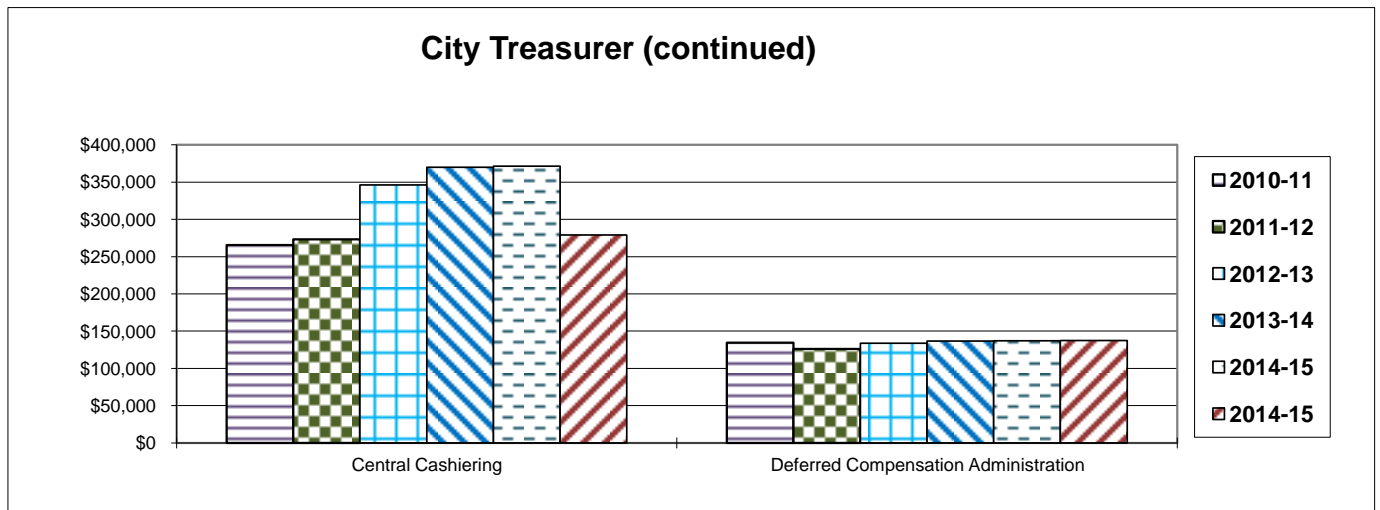
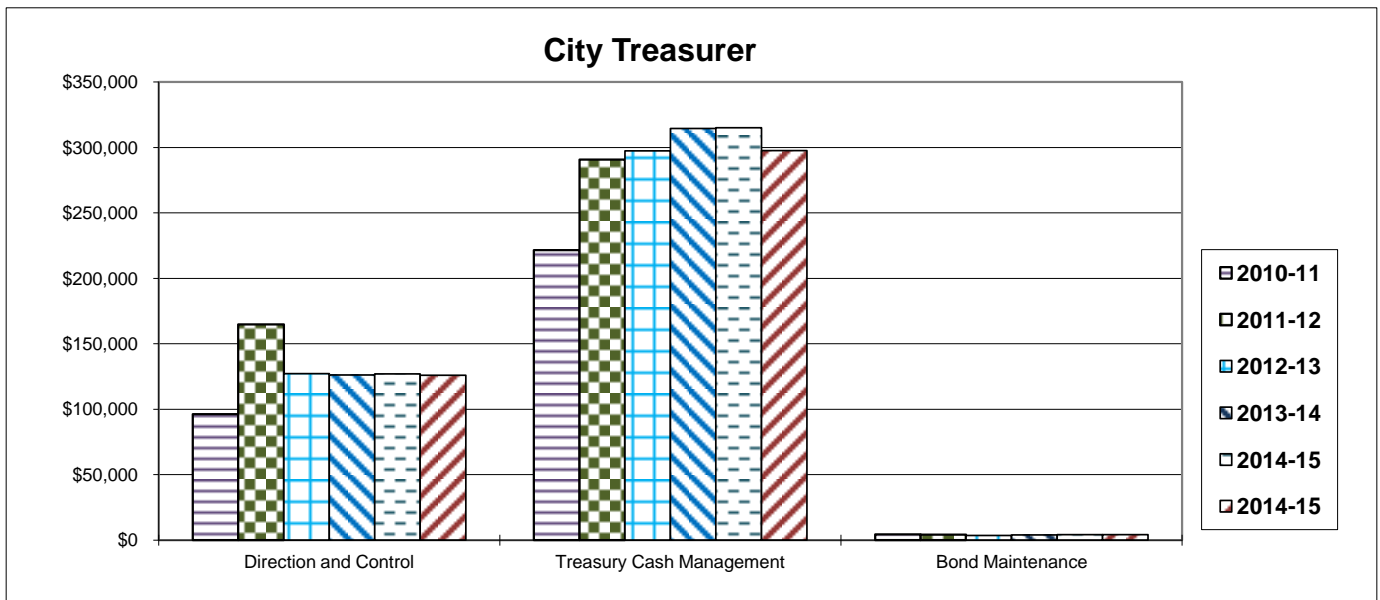
The function of the City Treasurer's Office is to be responsible for the collection of all City monies and the deposit of all cash receipts in duly authorized banks; to maintain and balance records of receipts and disbursements; to maintain a computer fund balance report monthly in cooperation with the Finance Director; to responsibly invest City monies through secured, approved methods; to prepare for submission to the legislative body monthly investment reports in demonstration of compliance with published investment policies; to keep and monitor as to sufficiency for both active and inactive deposit accounts, records for collateral pledged by banks as security for municipal monies; to provide for the maintenance of bond registers, billing, receipts, transfers and disbursements relative to bond administration. The Treasurer's Office disburses petty cash to departments, receives and disburses bail monies, and acts as administrator of the City's deferred compensation program.

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Direction and Control	\$ 96,116	\$ 164,780	\$ 127,233	\$ 126,153	\$ 126,922	\$ 125,922
Treasury Cash Management	221,436	290,715	297,409	314,486	315,055	297,557
Bond Maintenance	4,388	4,101	3,452	4,007	4,150	4,194
Central Cashiering	265,428	273,104	346,283	369,700	371,310	278,931
Deferred Compensation Administration	134,556	126,266	133,885	136,530	137,103	137,346
General Fund Total	\$ 721,924	\$ 858,966	\$ 908,262	\$ 950,876	\$ 954,540	\$ 843,950
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES





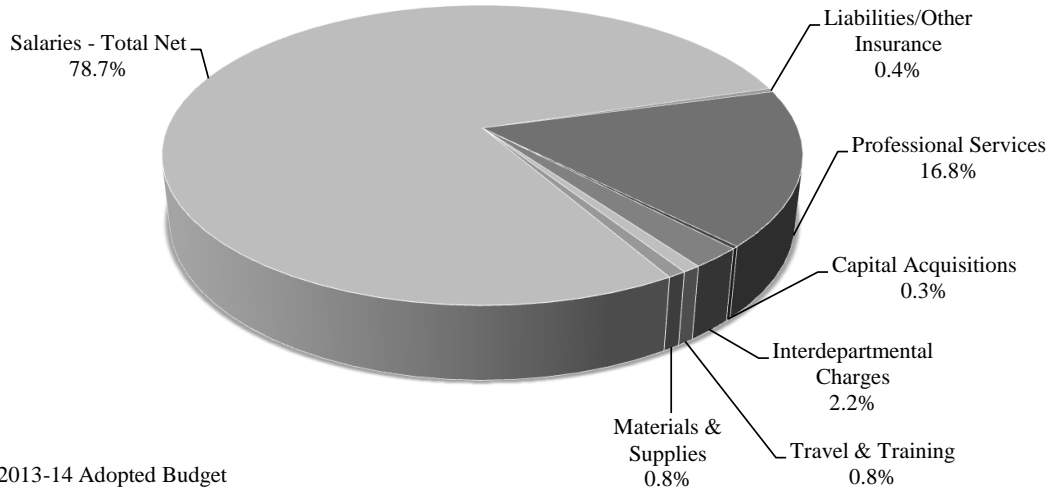
DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 553,878	\$ 702,692	\$ 714,395	\$ 788,863	\$ 791,663	\$ 727,363
Overtime	308	692	286	1,900	1,900	1,900
Salaries - Total	554,186	703,384	714,681	790,763	793,563	729,263
Salaries - Reimbursements	-	(44,810)	-	(42,300)	(42,300)	(88,880)
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	554,186	658,574	714,681	748,463	751,263	640,383
Supplies and Services	167,738	192,923	187,330	199,913	200,777	201,067
Capital Outlay	-	7,469	6,251	2,500	2,500	2,500
General Fund Total	\$ 721,924	\$ 858,966	\$ 908,262	\$ 950,876	\$ 954,540	\$ 843,950

DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 554,186	\$ 703,384	\$ 714,681	\$ 790,763	\$ 793,563	\$ 729,263
Salary & Benefit Reimbursements	-	(44,810)	-	(42,300)	(42,300)	(88,880)
Materials, Supplies and Maintenance	5,631	5,997	5,174	7,559	7,559	7,559
Professional Services/Contracts	129,152	154,409	154,552	159,830	159,830	159,830
Travel, Training & Membership Dues	4,383	5,489	4,644	7,550	7,550	7,550
Liabilities & Other Insurance	1,636	1,636	1,636	3,802	3,802	3,802
Interdepartmental Charges	21,393	21,090	17,460	17,460	18,324	18,324
Capital Acquisitions	-	7,469	6,251	2,500	2,500	2,500
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfer Out	5,543	4,302	3,864	3,712	3,712	4,002
General Fund Total	\$ 721,924	\$ 858,966	\$ 908,262	\$ 950,876	\$ 954,540	\$ 843,950

City Treasurer Budget by Category (General Fund)*



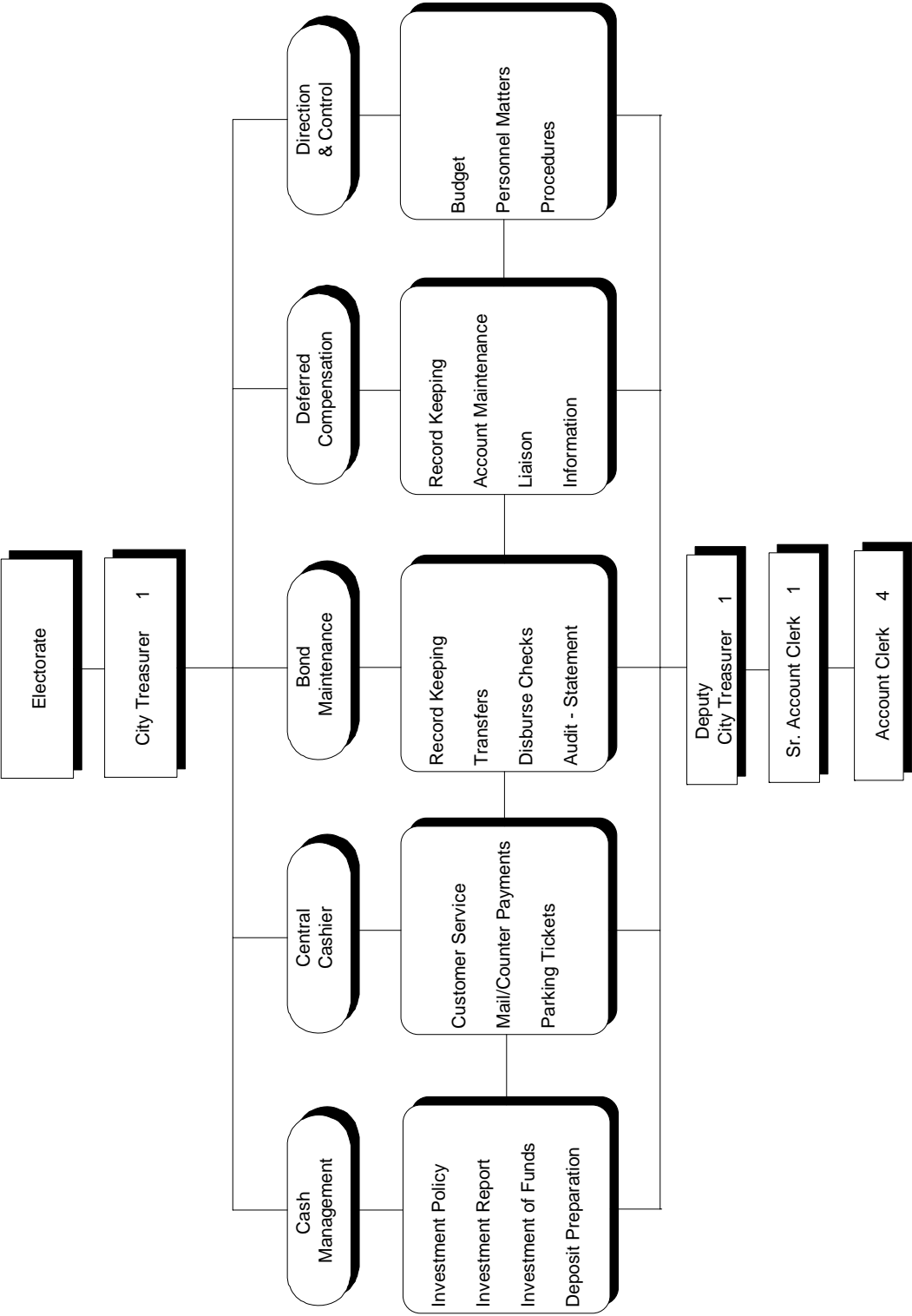
*Based on 2013-14 Adopted Budget

**CITY TREASURER
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
City Treasurer	1.0	1.0	1.0	1.0	1.0	1.0
Deputy City Treasurer	1.0	1.0	1.0	1.0	1.0	1.0
Senior Account Clerk	1.0	2.0	2.0	2.0	2.0	1.0
Account Clerk	3.0	3.0	3.0	3.5	3.5	4.0
Total	6.0	7.0	7.0	7.5	7.5	7.0

CITY TREASURER
No. of Employees = 7.0 Work Years

Functional Organizational Chart
2014-15 Proposed

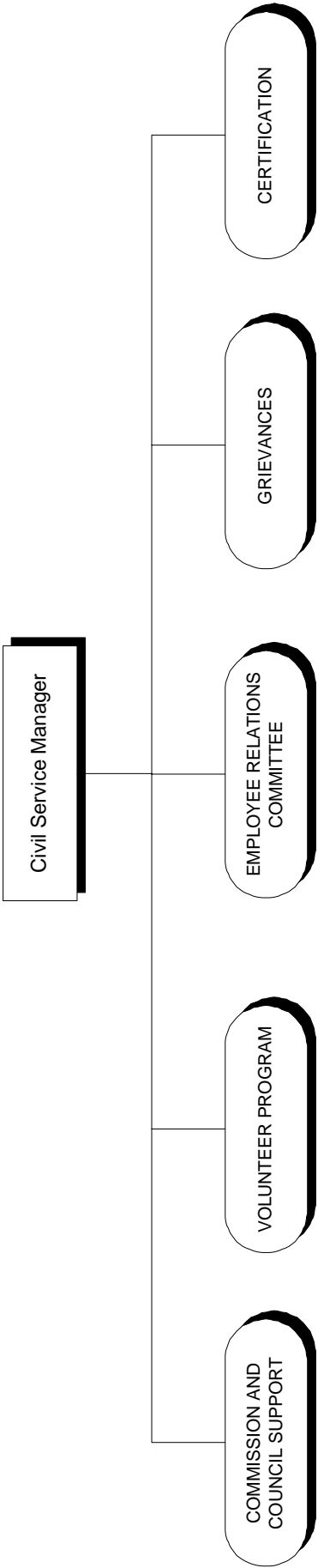


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CIVIL SERVICE

Mission Statement: To provide a quality of work force through timely, effective, selection processes within the structure of consistently administered policies and procedures. Our responsibility to the Civil Service Commission is to facilitate a forum for resolving issues and to communicate standards of clarity, openness and support.

DEPARTMENT ORGANIZATION



Civil Service

MISSION STATEMENT

The mission of the Civil Service Department is to provide a quality work force through timely, effective, selection processes within the structure of consistently administered policies and procedures. Our responsibility to the Civil Service Commission is to facilitate a forum for resolving issues, and to communicate standards of clarity, openness and support.

FUNCTIONAL RESPONSIBILITIES

The Civil Service Commission is responsible for all examinations for original selection and promotion of employees of the City. The Commission acts as a board of review in all employee disciplinary cases where a hearing is requested. The Employee Relations Committee, composed of Commission members, administers the City's Employee Relations Ordinance. The Commission is advisory to the City Council on all personnel related matters. Commission staff recruits applicants, prepares and conducts examinations, interprets policies and rules, prepares Commission agendas, implements Commission actions, and maintains liaison with all City departments.

DEPARTMENT BUDGET SUMMARY

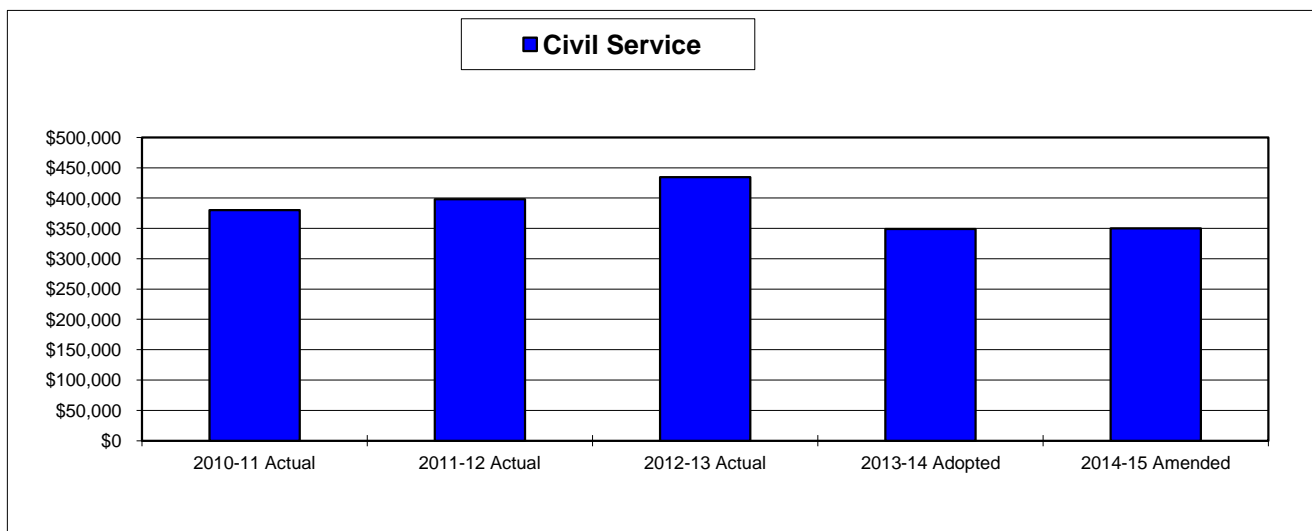
Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Commission and Council Support	\$ 199,929	\$ 210,354	\$ 133,323	\$ 166,684	\$ 167,205	\$ 163,051
Employee Relations Committee	38,090	34,491	15,429	15,077	15,105	14,705
Certification	18,834	18,492	27,943	39,363	39,689	37,789
Volunteer Program	75,567	83,230	89,921	128,000	128,300	125,200
Training and Development	47,547	51,630	59,815	-	-	-
Recruitment and Marketing	-	-	108,097	-	-	-
General Fund Total	\$ 379,967	\$ 398,197	\$ 434,528	\$ 349,124	\$ 350,299	\$ 340,745
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

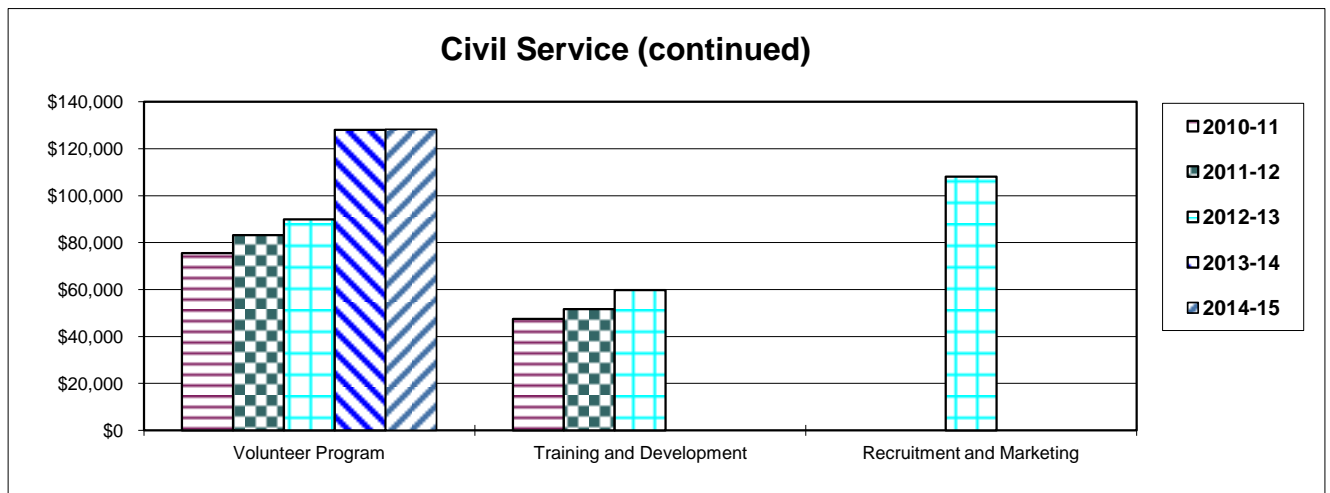
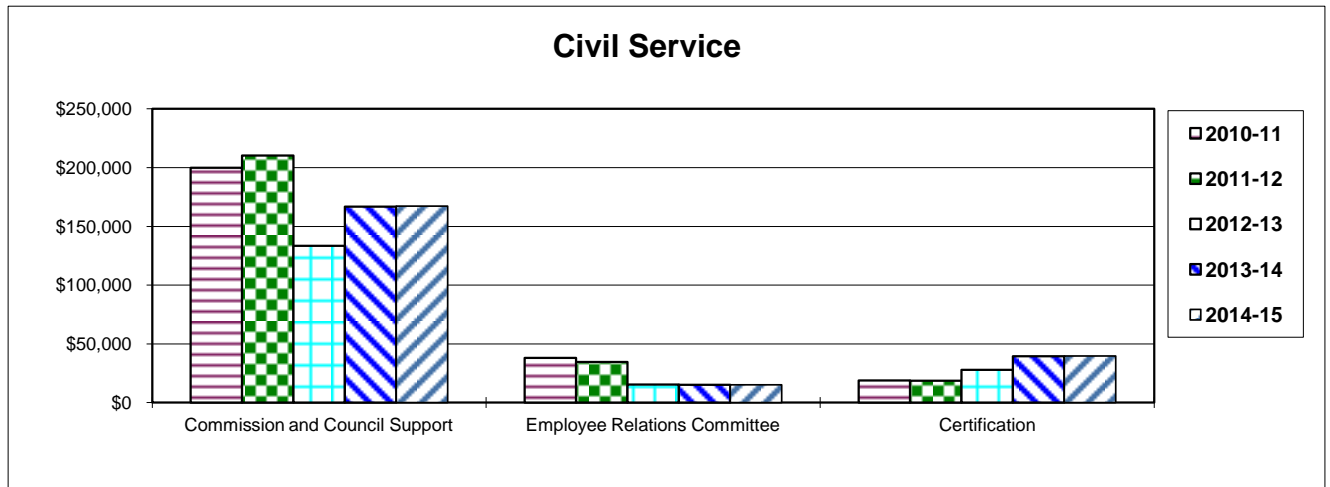
Note - Recruitment and Testing Programs were transferred to Human Resources in 2003-04 as part of the reorganization.

Note - the Volunteer Program was transferred from the City Manager's Office as part of the adopted 2005-06 budget.

Note - Training and Development was transferred to the City Manager's Office and Recruitment and Marketing transferred to Human Resources in 2013-14.

EXPENDITURES



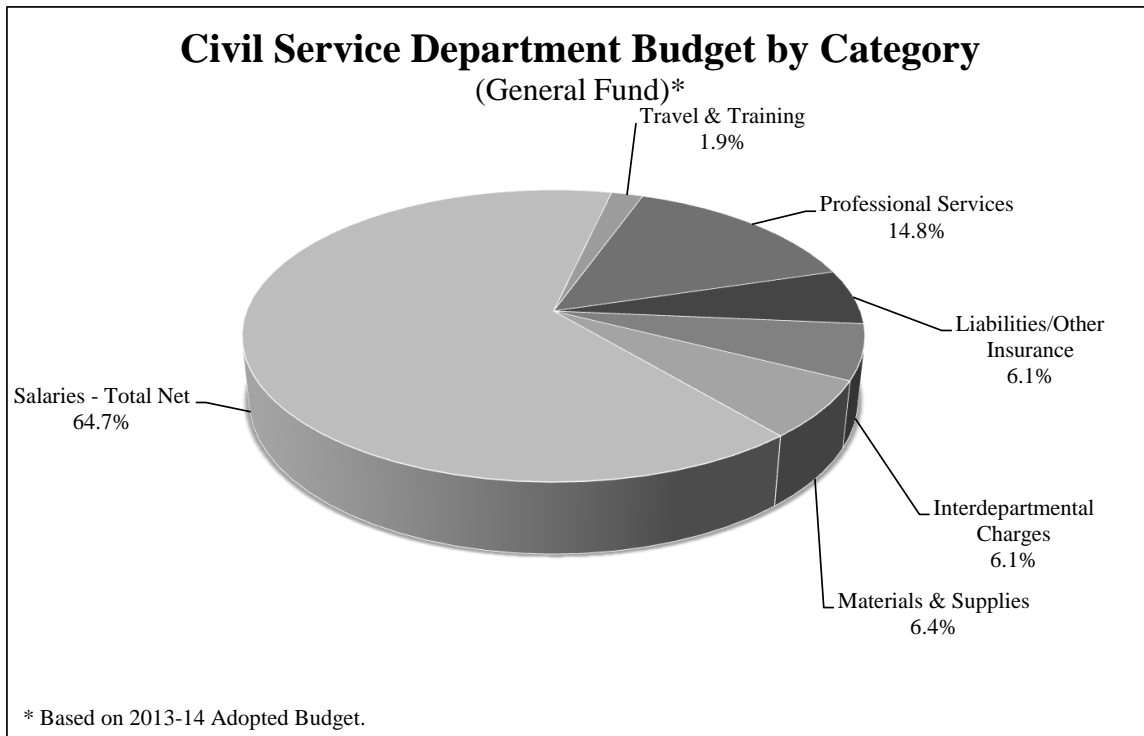


DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 286,211	\$ 322,317	\$ 359,255	\$ 225,518	\$ 226,618	\$ 217,518
Overtime	-	738	534	200	200	200
Salaries - Total	286,211	323,055	359,789	225,718	226,818	217,718
Salaries - Reimbursements	-	-	(481)	-	-	-
Salaries - Labor Charges	26,600	-	-	-	-	-
Salaries - Total Net	312,811	323,055	359,308	225,718	226,818	217,718
Supplies and Services	67,157	75,142	75,220	123,406	123,481	123,027
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 379,967	\$ 398,197	\$ 434,528	\$ 349,124	\$ 350,299	\$ 340,745

DEPARTMENT BUDGET

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 312,811	\$ 323,055	\$ 359,789	\$ 225,718	\$ 226,818	\$ 217,718
Salary & Benefit Reimbursements	-	-	(481)	-	-	-
Materials, Supplies and Maintenance	14,816	14,586	13,605	22,300	22,300	22,300
Professional Services/Contracts	11,826	14,520	19,930	51,800	51,800	51,800
Travel, Training & Membership Dues	3,155	4,621	1,761	6,750	6,750	6,750
Liabilities & Other Insurance	16,584	18,075	18,933	21,278	21,278	21,278
Interdepartmental Charges	18,401	21,417	18,371	18,571	18,646	18,646
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	2,374	1,923	2,620	2,707	2,707	2,253
General Fund Total	\$ 379,967	\$ 398,197	\$ 434,528	\$ 349,124	\$ 350,299	\$ 340,745

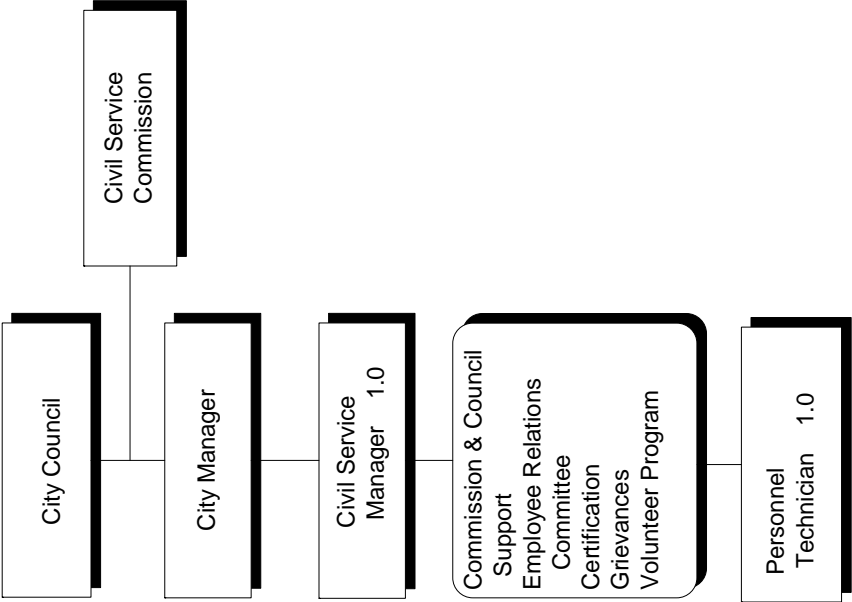


CIVIL SERVICE DEPARTMENT PERSONNEL SUMMARY

Position Title	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Civil Service Manager	1.0	1.0	1.0	1.0	1.0	1.0
Human Resources Analyst	1.0	1.0	1.0	-	-	-
Staff Assistant	0.8	0.8	0.8	-	-	-
Personnel Technician	-	-	1.5	1.0	1.0	1.0
Total	2.8	2.8	4.3	2.0	2.0	2.0

CIVIL SERVICE	
No. of Employees = 2.0 Work Years	

Functional Organizational Chart
2014-15 Proposed

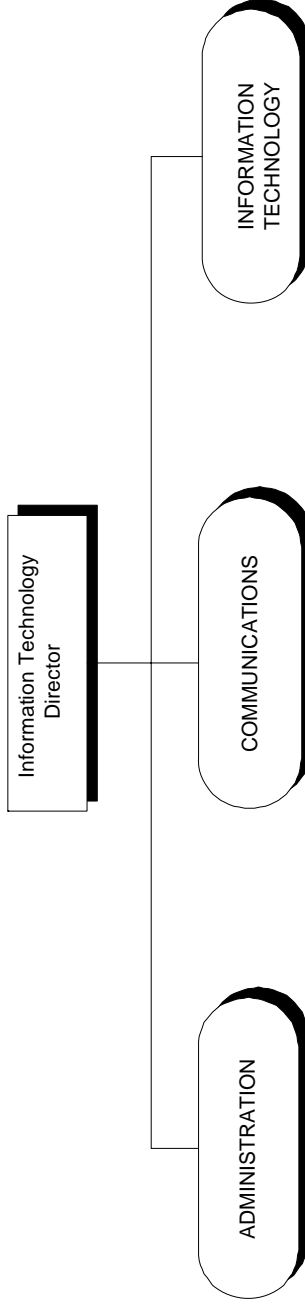


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Communications & Information Technology

Mission Statement: To strategically plan and support all communication and automation needs of the City in an accountable and responsive manner by providing effective technology solutions to serve the dynamic and diverse needs of the community and the City of Torrance.

DEPARTMENT ORGANIZATION



Communications & Information Technology

MISSION STATEMENT

The mission of the Communications & Information Technology Department is to strategically plan and support all communication and automation needs of the City in an accountable and responsive manner by providing effective technology solutions to serve the dynamic and diverse needs of the community and the City of Torrance.

FUNCTIONAL RESPONSIBILITIES

- Administer , Support and Maintain the City's Telephone System.
- Plan, Install and Maintain all Wireless Communication Projects in the City.
- Support/Maintain Departmental software applications, databases and host systems.
- Support/Maintain the City's Local Area and Wide Area Networks.
- Provide technical assistance and support for all user PC problems.
- Administer/Maintain the City's Internet and Intranet Web Pages.
- Act as a liaison between vendors and City Departments in troubleshooting computer problems.
- Research, Analyze and Recommend Communication and Technology-related contracts, agreements, and purchases entered into by the City.
- Administer the PC Replacement Program for the City.
- Modify/Support Application Systems to meet Departmental Operational needs.
- Support/Maintain the City's Internet and Intranet.
- Support the City's GIS mapping technology.
- Provide computer related training for city employees as needed.

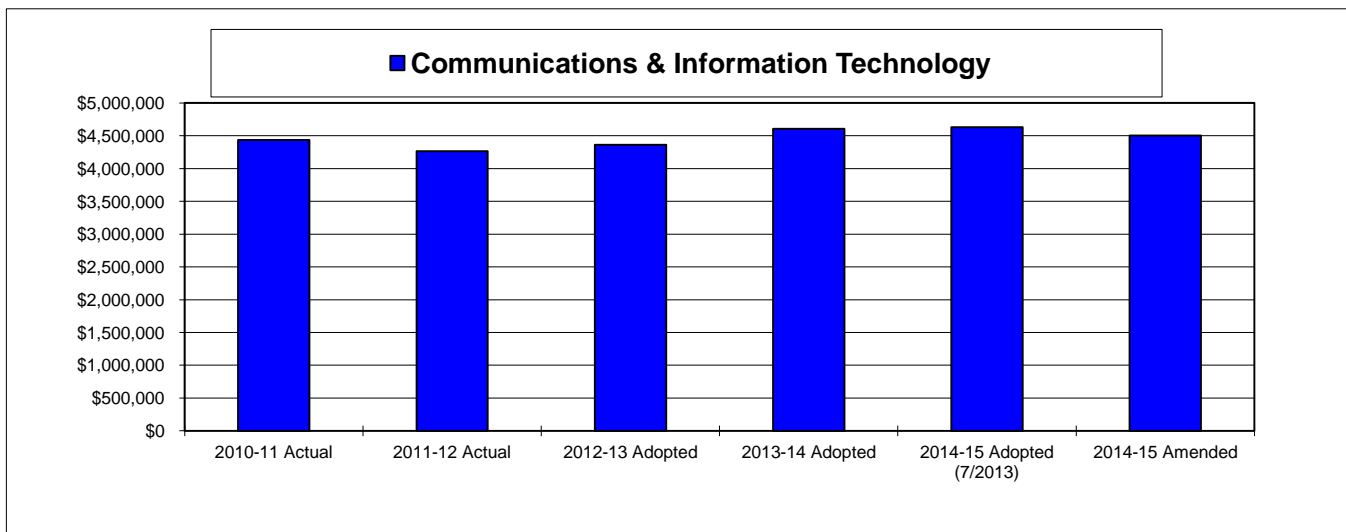
DEPARTMENT BUDGET SUMMARY

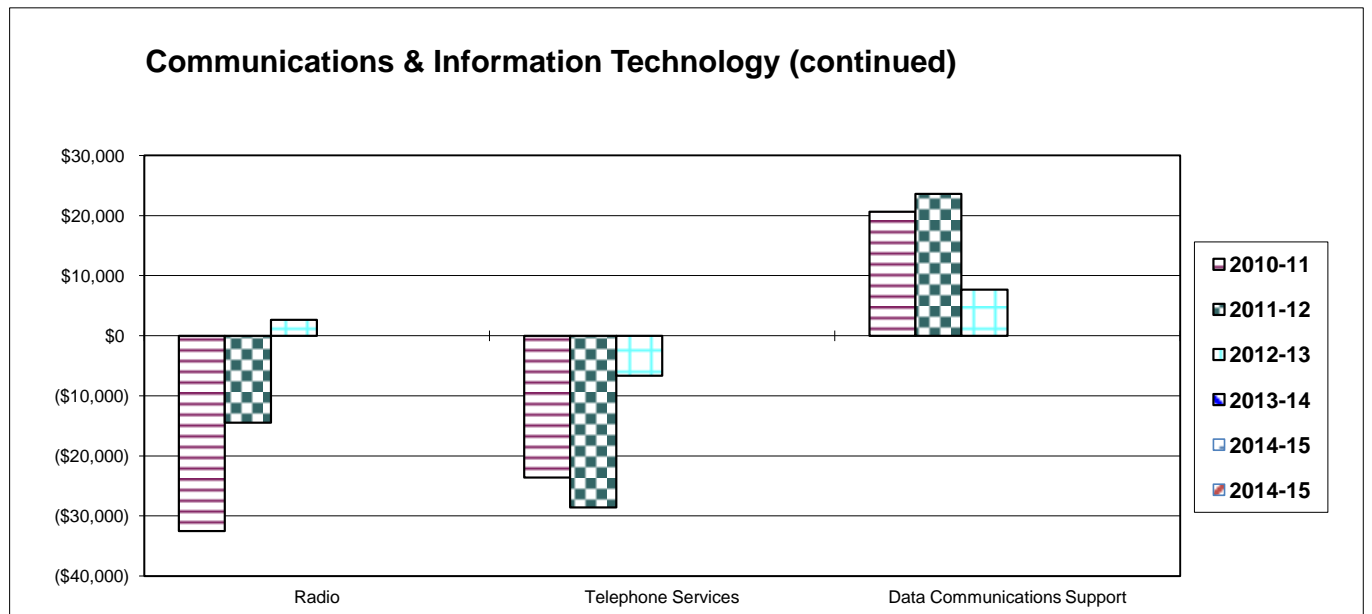
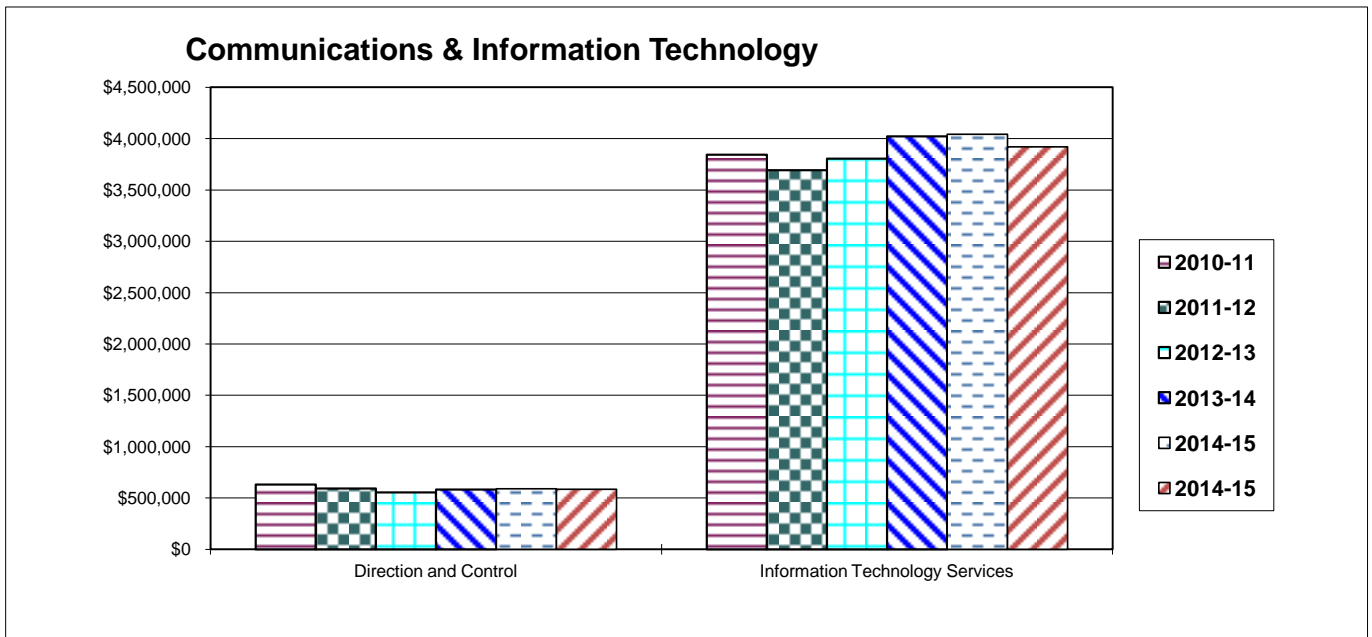
Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Direction and Control	\$ 630,694	\$ 592,151	\$ 553,658	\$ 583,253	\$ 589,542	\$ 585,136
Information Technology Services	3,841,973	3,691,640	3,804,895	4,021,693	4,042,026	3,919,718
Information Technology Training	-	-	-	-	-	-
Radio	(32,519)	(14,467)	2,643	-	-	-
Telephone Services	(23,617)	(28,602)	(6,665)	-	-	-
Data Communications Support	20,638	23,600	7,684	-	-	-
General Fund Total	\$ 4,437,168	\$ 4,264,322	\$ 4,362,215	\$ 4,604,946	\$ 4,631,568	\$ 4,504,854
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Negative amounts reflect actual expenditures which were less than budgeted reimbursements

Note: Department name changed from Information Systems to Communications & Information Technology

EXPENDITURES





Note - Actual Radio, Telephone Services, and Data Communications flat rate reimbursements exceeded expenditures resulting in negative actual costs.

DEPARTMENT BUDGET (GENERAL FUND)

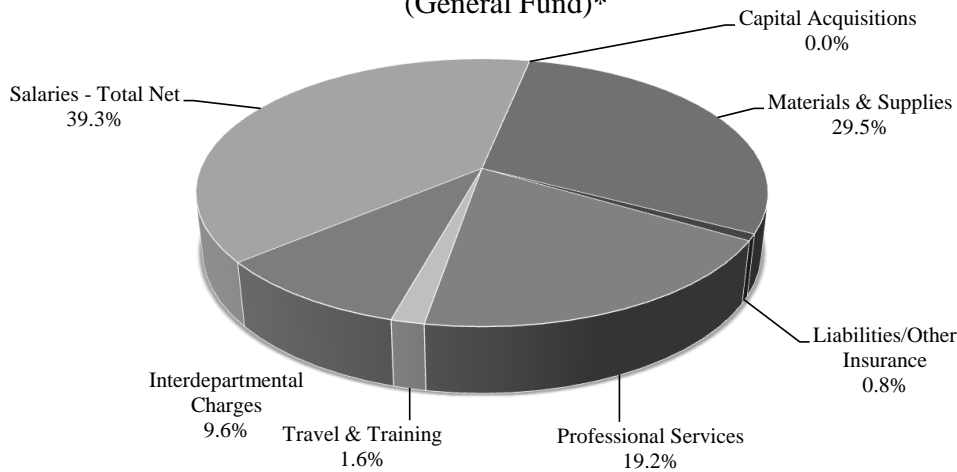
	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	5,357,348	5,216,785	5,260,993	5,574,050	5,600,850	5,582,350
Overtime	52,370	52,470	60,732	86,000	86,000	84,400
Salaries - Total	5,409,718	5,269,255	5,321,725	5,660,050	5,686,850	5,666,750
Salaries - Reimbursements	(1,634,279)	(1,735,970)	(1,683,078)	(1,900,290)	(1,907,790)	(2,020,428)
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	3,775,438	3,533,285	3,638,647	3,759,760	3,779,060	3,646,322
Supplies and Services	661,730	731,037	723,568	844,186	851,508	857,532
Capital Outlay	-	-	-	1,000	1,000	1,000
General Fund Total	4,437,168	4,264,322	4,362,215	4,604,946	4,631,568	4,504,854

DEPARTMENT BUDGET

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 5,409,718	\$ 5,269,255	\$ 5,321,725	\$ 5,660,050	\$ 5,686,850	\$ 5,666,750
Salary & Benefit Reimbursements	(1,634,279)	(1,735,970)	(1,683,078)	(1,900,290)	(1,907,790)	(2,020,428)
Materials, Supplies and Maintenance	718,589	786,388	732,322	825,785	935,085	841,988
Professional Services/Contracts	491,063	519,014	502,427	538,637	538,137	682,798
Travel, Training & Membership Dues	36,146	31,054	27,158	44,754	44,754	44,754
Liabilities & Other Insurance	9,804	9,804	9,804	22,583	22,583	22,583
Interdepartmental Charges	139,745	152,770	201,312	200,786	208,608	198,197
Capital Acquisitions	-	-	-	1,000	1,000	1,000
Reimbursements from Other Funds	(860,003)	(884,776)	(900,437)	(900,353)	(1,009,653)	(1,039,575)
Operating Transfers Out	126,386	116,783	150,982	111,994	111,994	106,787
General Fund Total	\$ 4,437,168	\$ 4,264,322	\$ 4,362,215	\$ 4,604,946	\$ 4,631,568	\$ 4,504,854

Communications & Information Technology Budget by Category

(General Fund)*



*Based on 2013-14 Adopted Budget

Note - Includes estimated salary reimbursements related to flat rate reimbursements

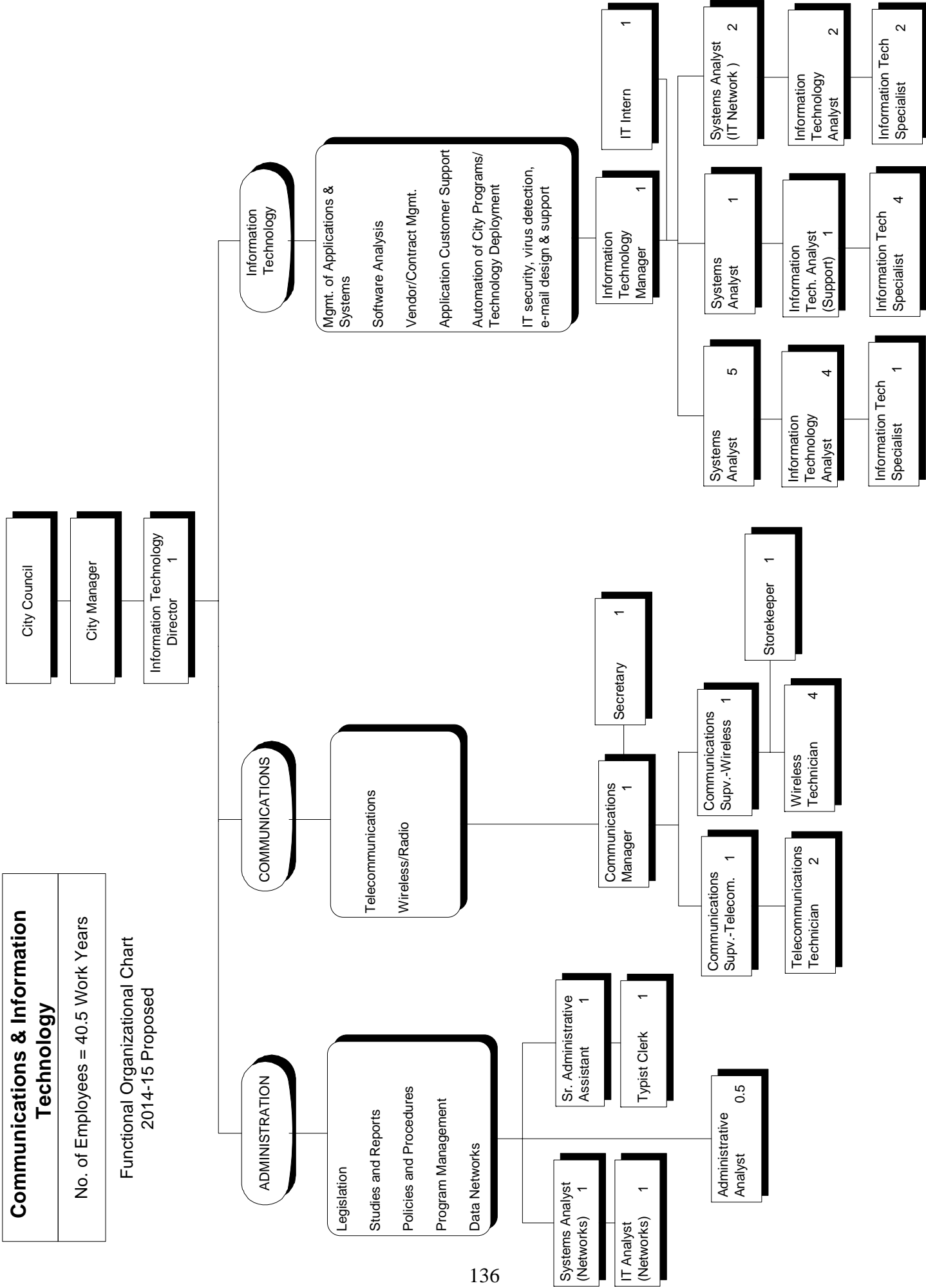
**COMMUNICATIONS & INFORMATION TECHNOLOGY
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Information Technology Director	1.0	1.0	1.0	1.0	1.0	1.0
Information Technology Manager	1.0	1.0	1.0	1.0	1.0	1.0
Communications Manager	1.0	1.0	1.0	1.0	1.0	1.0
Info. Tech. Specialist	8.0	7.0	7.0	7.0	7.0	7.0
Systems Analyst	9.0	8.0	8.0	9.0	9.0	9.0
Information Technology Analyst	8.0	8.0	8.0	7.0	7.0	7.0
Info. Tech. Analyst (Networks)	1.0	1.0	1.0	1.0	1.0	1.0
Communications Supervisor/Telecom.	1.0	1.0	1.0	1.0	1.0	1.0
Communications Supervisor/Wireless	1.0	1.0	1.0	1.0	1.0	1.0
Wireless Technician	4.0	4.0	4.0	4.0	4.0	4.0
Telecommunications Technician	2.0	2.0	2.0	2.0	2.0	2.0
Storekeeper	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	0.5	0.5	0.5	0.5	0.5	0.5
Senior Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Intern	-	1.0	1.0	1.0	1.0	1.0
Total	41.5	40.5	40.5	40.5	40.5	40.5

Communications & Information Technology

No. of Employees = 40.5 Work Years

Functional Organizational Chart
2014-15 Proposed

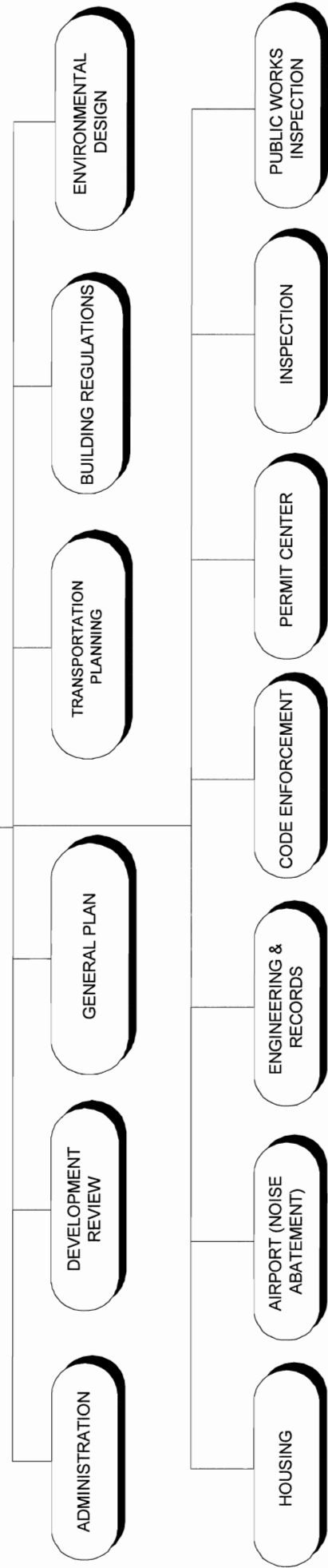


COMMUNITY DEVELOPMENT

Mission Statement: To guide and support the orderly development of the City, city infrastructure and the continued revitalization of the City to maintain a balanced community to meet present and future needs; and
To ensure standards of development and quality of environment in the community by providing responsive services in a cooperative and innovative manner for the safe construction and maintenance of property.

DEPARTMENT ORGANIZATION

Community Development Director



Community Development

MISSION STATEMENT

The Community Development Department guides and supports the orderly development of the City, City infrastructure and the continued revitalization of the City to maintain a balanced community to meet present and future needs.

FUNCTIONAL RESPONSIBILITIES

The Community Development Department:

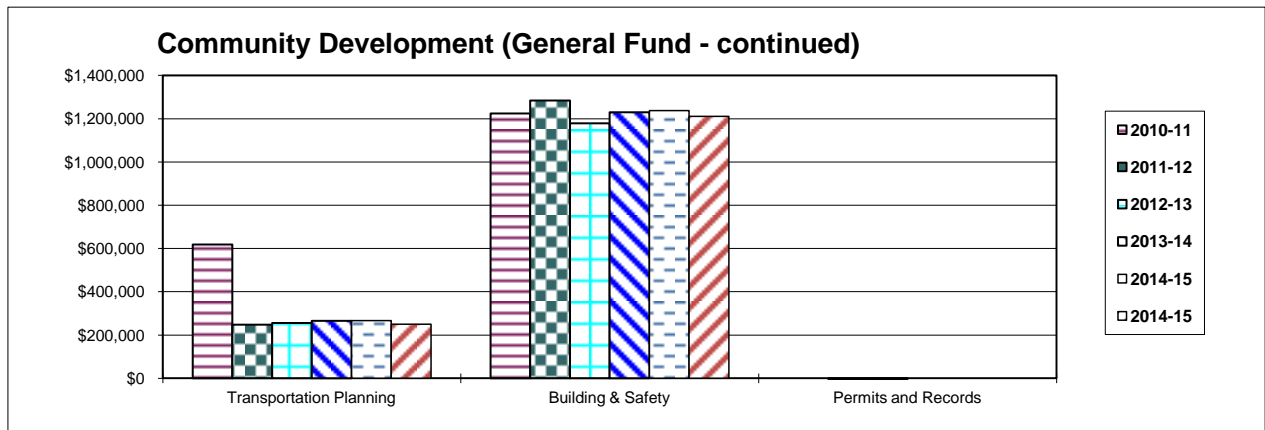
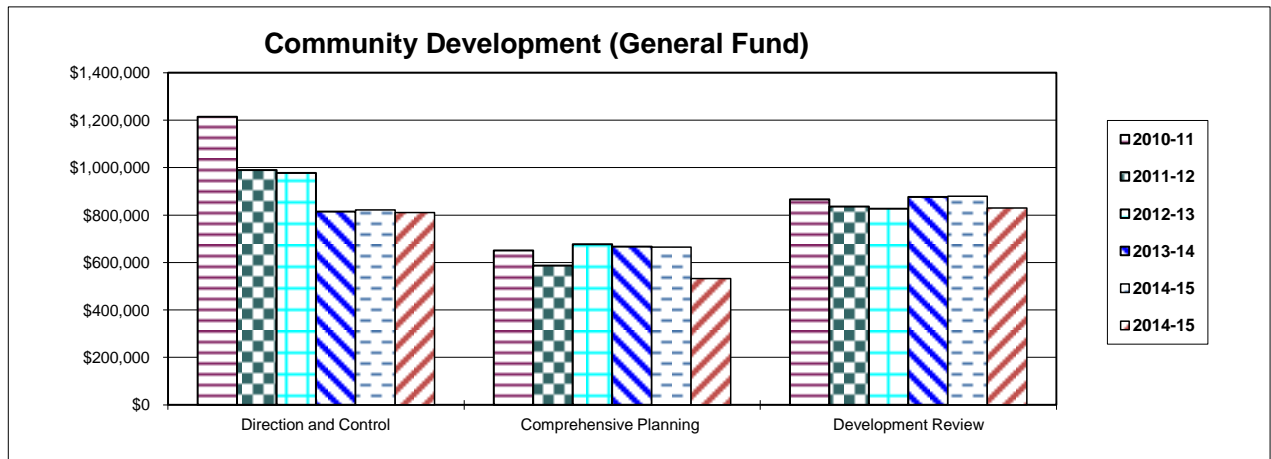
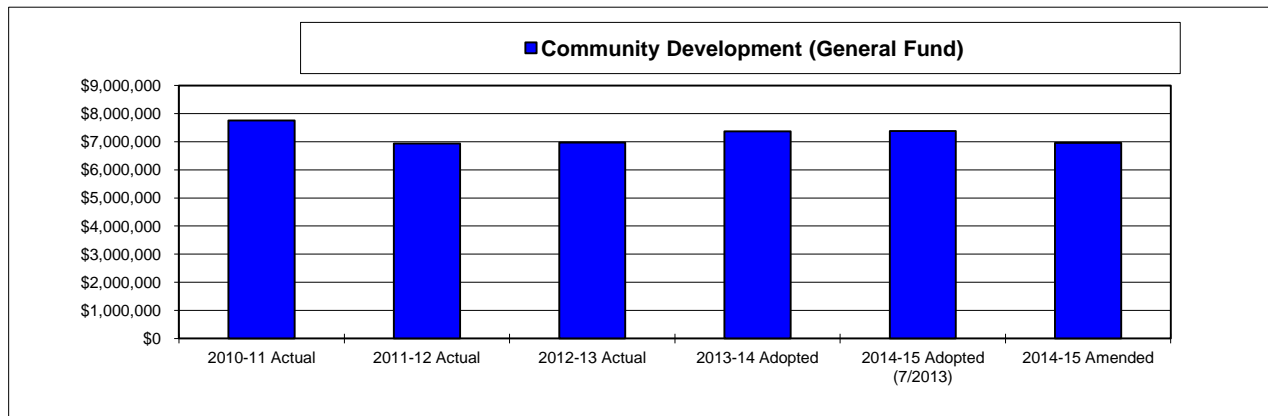
- Maintains the Comprehensive General Plan to provide the research and administrative capabilities to assist City Departments, Boards, Commissions, and the City Council in adopting and implementing policies to meet community goals;
- Coordinates Federal, State and regional planning, transportation, and infrastructure legislation with local planning to continually improve the physical and social environment;
- Creates and maintains maps, records and data of the city's infrastructure;
- Permits and inspects construction in the public right-of-way;
- Reviews and makes recommendations to Traffic Commission, Planning Commission, Redevelopment Agency and City Council regarding transportation and development related issues;
- Administers the Redevelopment project areas and the Section 8 Rental Assistance Program; and
- Develops strategies to meet the diverse housing needs in the Community.

DEPARTMENT BUDGET SUMMARY

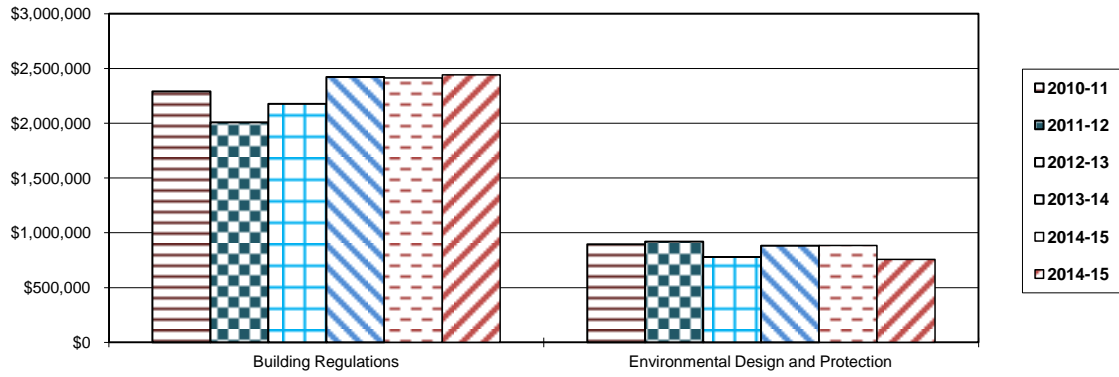
Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
General Fund:						
Direction and Control	\$ 1,213,988	\$ 989,704	\$ 977,541	\$ 814,600	\$ 821,904	\$ 810,637
Comprehensive Planning	650,417	586,740	677,211	666,445	664,945	532,231
Development Review	865,965	836,124	826,810	876,019	879,519	830,151
Property Rehabilitation Loan Admin.	-	-	-	-	-	-
Section 8 Rental Assistance Admin.	-	-	-	-	-	-
Redevelopment Agency Administration	(9,521)	(7,961)	67	53,800	53,700	8,340
Transportation Planning	618,552	247,457	255,609	265,526	266,426	250,012
Building & Safety	1,223,935	1,283,545	1,178,886	1,230,060	1,237,913	1,210,817
Permits and Records	-	(3,377)	(2,829)	-	-	-
Building Regulations	2,290,835	2,009,149	2,176,428	2,421,383	2,413,083	2,442,049
Environmental Design and Protection	896,146	918,361	780,049	881,154	885,154	757,028
Conservation Code Enforcement	-	-	-	-	-	-
Downtown RDA Successor Agency (GF)	-	32,268	60,326	65,858	65,858	22,000
Nat. Pol. Disch. Elim. System (NPDES)	-	41,876	35,300	93,912	94,812	94,525
General Fund Total	\$ 7,750,315	\$ 6,933,886	\$ 6,965,398	\$ 7,368,757	\$ 7,383,314	\$ 6,957,790
General Fund Revenues	\$ 2,807,096	\$ 3,370,160	\$ 3,375,812	\$ 3,609,346	\$ 3,699,638	\$ 4,023,449
Externally Funded:						
Section 8 Rental Assistance Program	\$ 6,568,858	\$ 6,470,543	\$ 6,517,808	\$ 6,926,242	\$ 6,928,642	\$ 6,947,042
Rehabilitation Loan Program (HCD)	-	-	-	-	-	-
Downtown RDA Successor Agency	14,224,858	5,686,955	8,012,593	6,721,665	2,623,403	2,819,403
Air Quality Management*	162,514	180,608	142,721	192,011	192,011	192,145
Vanpool/Rideshare*	201,081	231,694	233,586	255,925	255,925	262,228
Externally Funded Total	\$ 21,157,311	\$ 12,569,800	\$ 14,906,708	\$ 14,095,843	\$ 9,999,981	\$ 10,220,818
Externally Funded Revenues						
Section 8 Rental Assistance Program	\$ 6,627,217	\$ 6,567,121	\$ 6,214,211	\$ 6,618,000	\$ 6,618,000	\$ 6,377,500
Rehabilitation Loan Program (HCD)	36,900	-	-	-	-	-
Downtown RDA Successor Agency	14,521,948	22,805,150	4,397,039	6,721,665	2,881,403	2,809,504
Air Quality Management*	166,912	185,021	177,815	172,000	172,000	172,000
Vanpool/Rideshare*	201,081	231,694	233,586	256,930	256,930	256,930
Externally Funded Revenues Total	\$ 21,554,058	\$ 29,788,986	\$ 11,022,651	\$ 13,768,595	\$ 9,928,333	\$ 9,615,934

*Note - Air Quality Management and Vanpool/Rideshare Funds were transferred from the Human Resources Department in 2010-11.

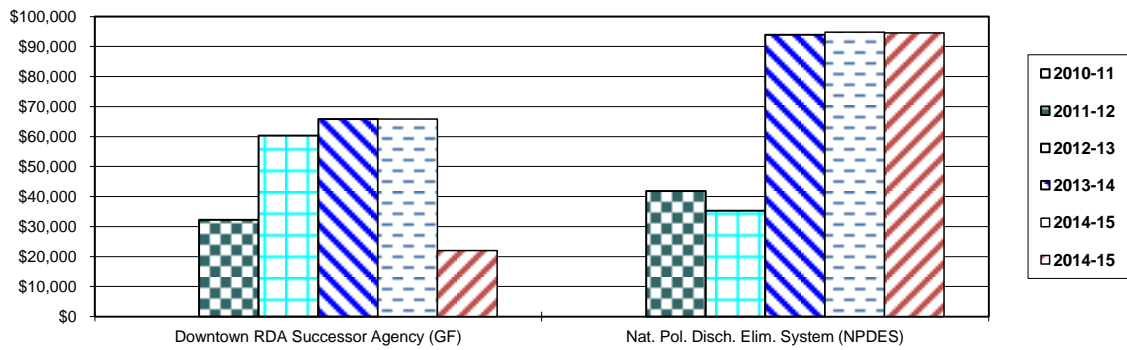
EXPENDITURES



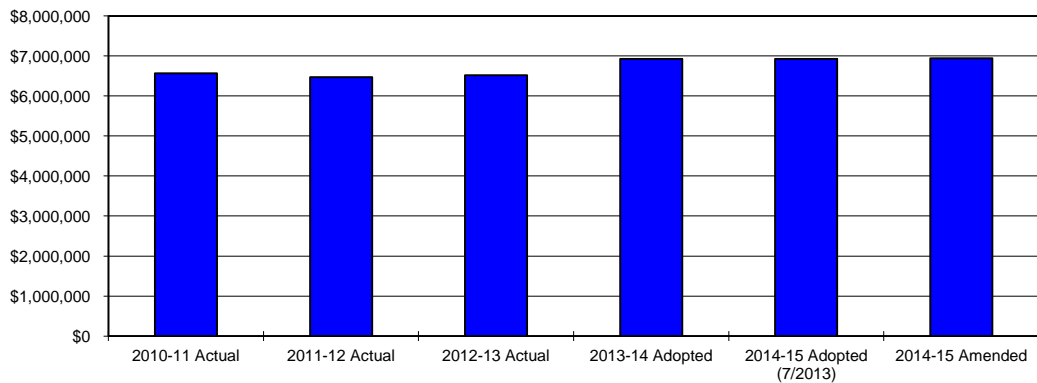
Community Development (General Fund - continued)

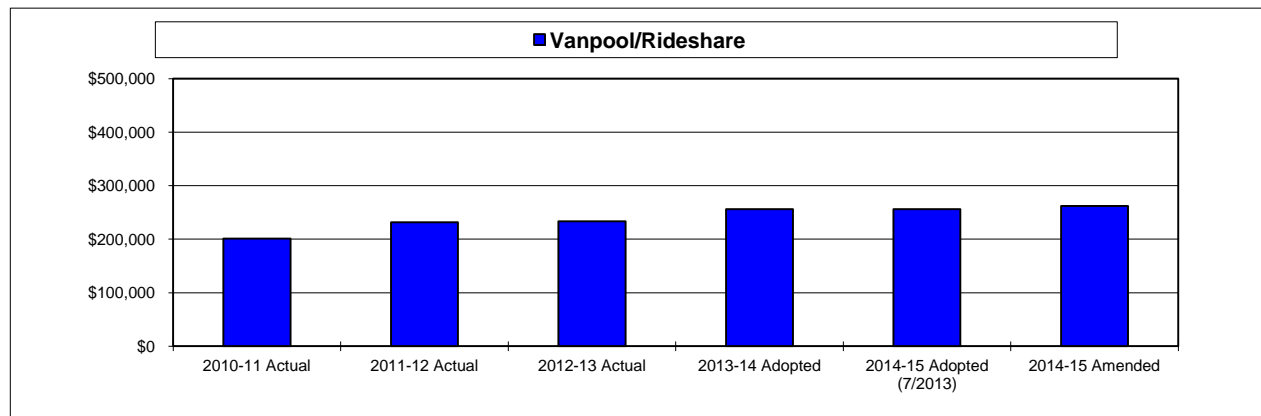
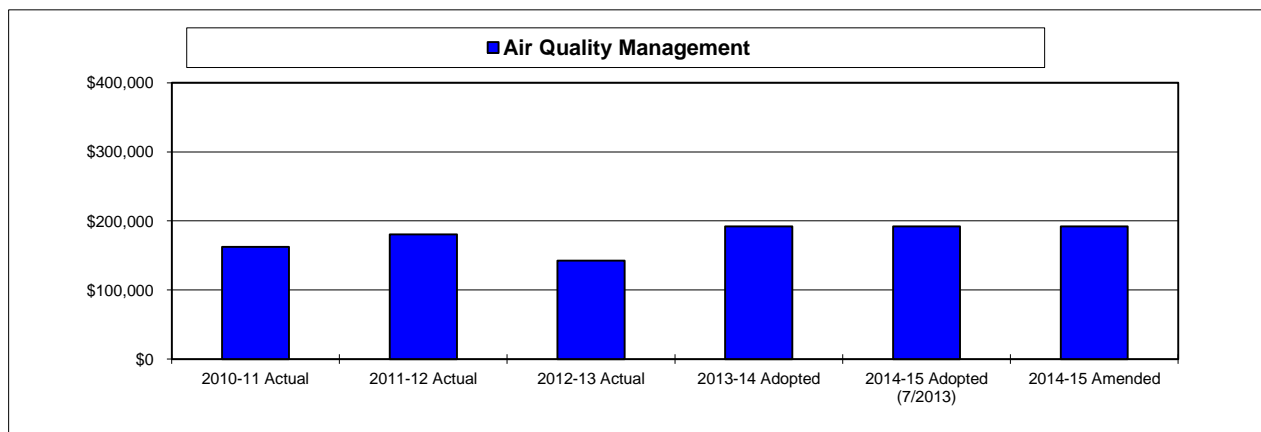
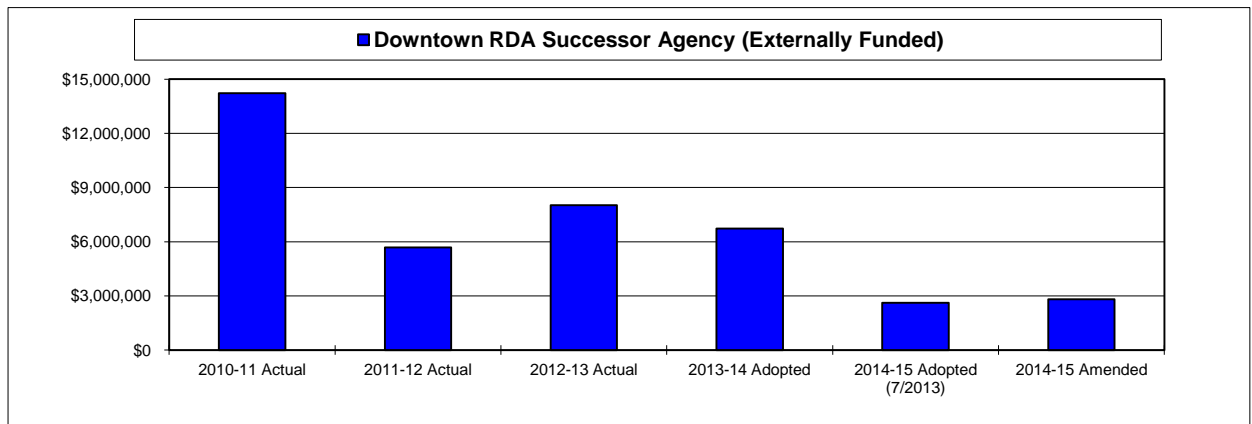


Community Development (General Fund - continued)



Section 8 Rental Assistance Program (Externally Funded)





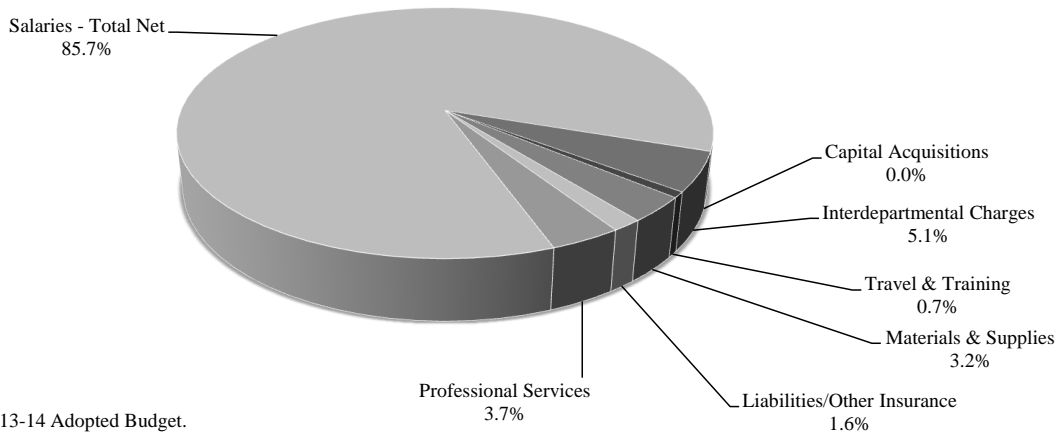
DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 7,935,819	\$ 6,664,434	\$ 6,502,378	\$ 7,062,235	\$ 7,075,335	\$ 7,074,535
Overtime	17,096	50,707	48,852	37,300	37,200	33,700
Salaries - Total	7,952,915	6,715,141	6,551,230	7,099,535	7,112,535	7,108,235
Salaries - Reimbursements	(1,106,509)	(725,351)	(588,246)	(785,223)	(785,223)	(1,169,821)
Salaries - Labor Charges	2,705	1,097	1,226	1,177	1,177	1,256
Salaries - Total Net	6,849,112	5,990,887	5,964,210	6,315,489	6,328,489	5,939,670
Supplies and Services	901,202	942,999	1,001,188	1,051,068	1,052,625	1,015,920
Capital Outlay	-	-	-	2,200	2,200	2,200
General Fund Total	\$ 7,750,314	\$ 6,933,886	\$ 6,965,398	\$ 7,368,757	\$ 7,383,314	\$ 6,957,790

DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 7,955,621	\$ 6,716,238	\$ 6,552,456	\$ 7,100,712	\$ 7,113,712	\$ 7,109,491
Salary & Benefit Reimbursements	(1,106,509)	(725,351)	(588,246)	(785,223)	(785,223)	(1,169,821)
Materials, Supplies and Maintenance	133,684	144,401	194,736	245,515	245,515	230,323
Senior Mobile Home Subsidy	50,000	59,800	35,700	-	-	-
Professional Services/Contracts	265,435	277,639	311,708	270,541	266,041	267,041
Travel, Training & Membership Dues	41,944	38,999	34,633	54,147	54,147	57,663
Liabilities & Other Insurance	49,212	63,758	52,962	114,373	114,373	114,373
Interdepartmental Charges	290,424	299,231	313,934	316,262	322,319	324,552
Capital Acquisitions	-	-	-	2,200	2,200	2,200
Reimbursements from Other Funds	(6,510)	-	-	(6,500)	(6,500)	(38,100)
Bad Debts and Other Losses	-	-	11	-	-	-
Operating Transfers Out	77,013	59,171	57,504	56,730	56,730	60,068
General Fund Total	\$ 7,750,315	\$ 6,933,886	\$ 6,965,398	\$ 7,368,757	\$ 7,383,314	\$ 6,957,790

**Community Development Budget by Category
(General Fund)***



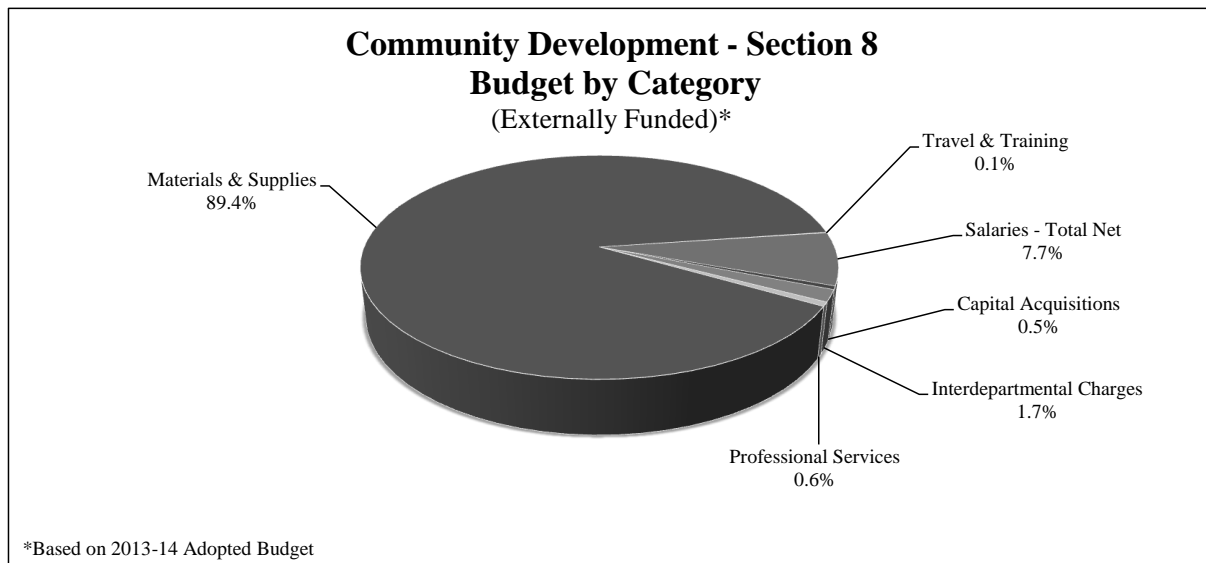
* Based on 2013-14 Adopted Budget.

DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ -	\$ 525,198	\$ 523,066	\$ 502,200	\$ 504,600	\$ 503,400
Overtime	-	420	-	2,900	2,900	2,900
Salaries - Total	-	525,618	523,066	505,100	507,500	506,300
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	492,111	-	-	25,000	25,000	25,000
Salaries - Total Net	492,111	525,618	523,066	530,100	532,500	531,300
Supplies and Services	6,075,044	5,939,934	5,994,742	6,361,142	6,361,142	6,365,742
Capital Outlay	1,703	4,991	-	35,000	35,000	50,000
Total Section 8 Rental Assistant Fund	\$ 6,568,858	\$ 6,470,543	\$ 6,517,808	\$ 6,926,242	\$ 6,928,642	\$ 6,947,042

DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 492,111	\$ 525,618	\$ 523,066	\$ 530,100	\$ 532,500	\$ 531,300
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	5,966,401	5,819,911	5,865,236	6,194,115	6,194,115	6,194,115
Professional Services/Contracts	14,006	17,865	16,160	43,027	43,027	43,027
Travel, Training & Membership Dues	841	241	730	5,000	5,000	5,000
Interdepartmental Charges	93,796	101,917	112,616	119,000	119,000	123,600
Capital Acquisitions	1,703	4,991	-	35,000	35,000	50,000
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfer Out	-	-	-	-	-	-
Total Section 8 Rental Assistant Fund	\$ 6,568,858	\$ 6,470,543	\$ 6,517,808	\$ 6,926,242	\$ 6,928,642	\$ 6,947,042

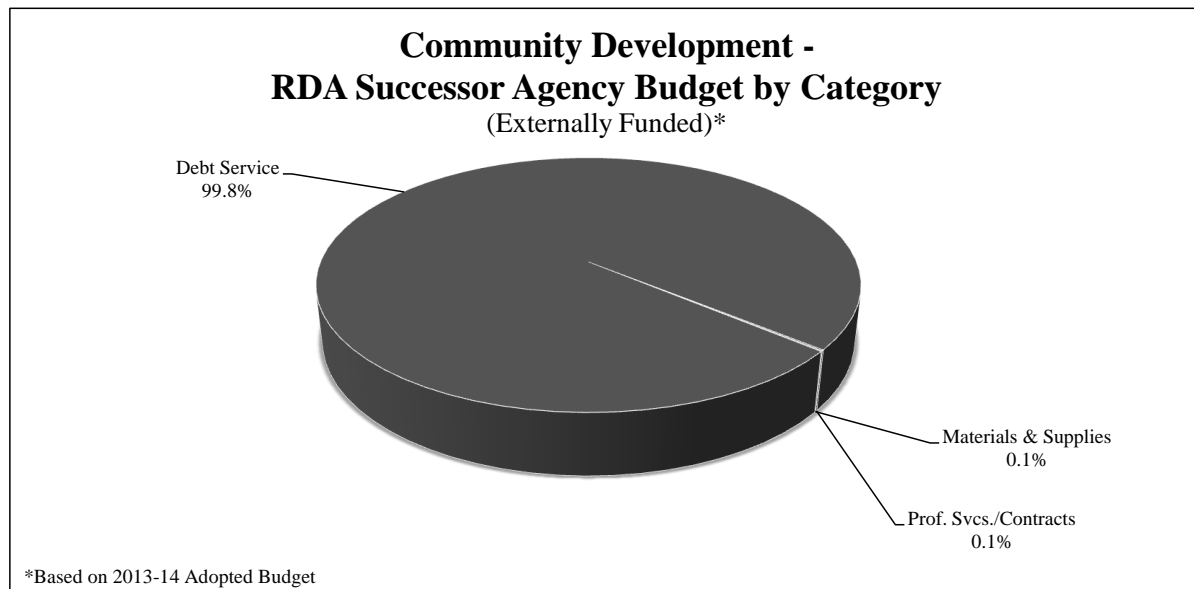


DEPARTMENT BUDGET (DOWNTOWN RDA SUCCESSOR AGENCY FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 185,846	\$ 4,298	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	185,846	4,298	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	51,257	138,341	-	-	53,900	-
Salaries - Total Net	237,103	142,639	-	-	53,900	-
Supplies and Services	13,987,755	5,544,316	8,012,593	6,721,665	2,569,503	2,819,403
Capital Outlay	-	-	-	-	-	-
Total Redevelopment Agency Fund	\$ 14,224,858	\$ 5,686,955	\$ 8,012,593	\$ 6,721,665	\$ 2,623,403	\$ 2,819,403

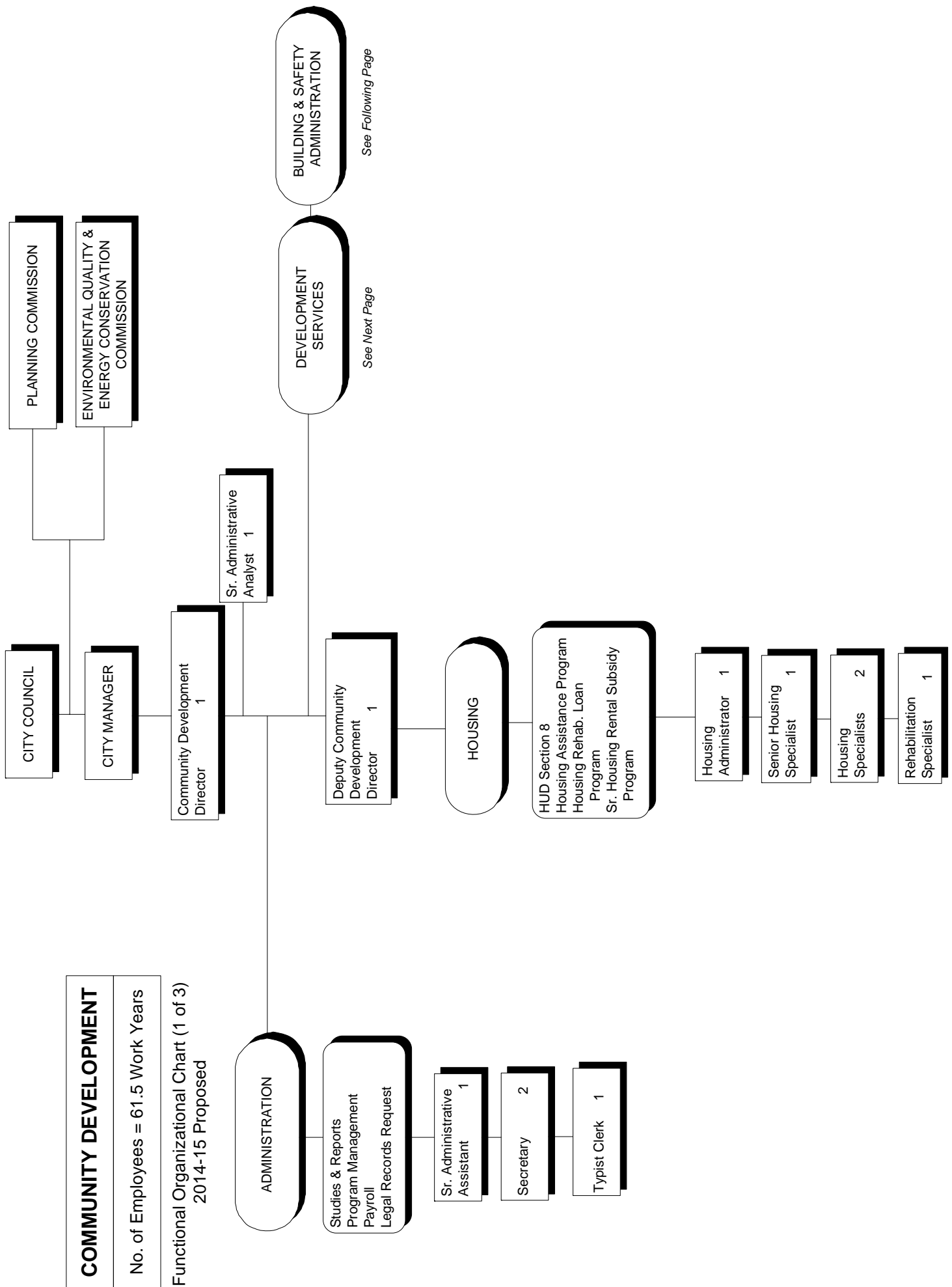
DEPARTMENT BUDGET (DOWNTOWN RDA SUCCESSOR AGENCY FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 237,103	\$ 142,639	\$ -	\$ -	\$ 53,900	\$ -
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	180,336	83,951	36,942	6,500	49,000	17,000
Professional Services/Contracts	3,195,847	1,540,350	20,496	8,000	8,000	8,000
Travel, Training & Membership Dues	10,888	2,808	-	-	-	-
Interdepartmental Charges	19,118	11,361	-	-	-	-
Debt Service	5,573,834	4,044,431	7,955,155	6,707,165	2,512,503	2,512,803
Loans Contra Expenditures	-	-	-	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Bad Debts & Other Losses	-	-	-	-	-	-
Other Expenditures	-	-	-	-	-	281,600
Operating Transfers Out	5,007,732	(138,585)	-	-	-	-
Total Redevelopment Agency Fund	\$ 14,224,858	\$ 5,686,955	\$ 8,012,593	\$ 6,721,665	\$ 2,623,403	\$ 2,819,403



**COMMUNITY DEVELOPMENT
DEPARTMENT PERSONNEL SUMMARY**

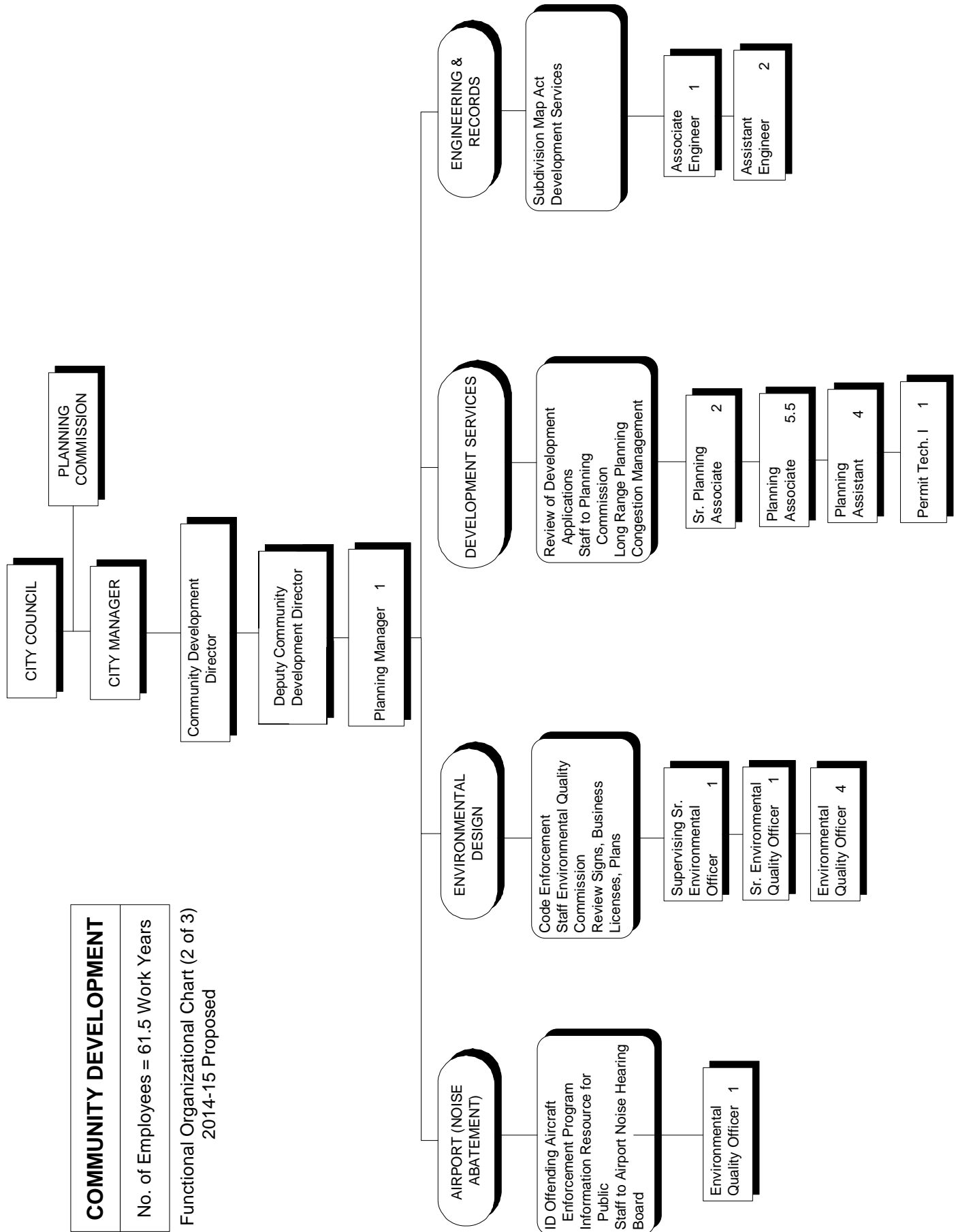
Position Title	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Community Development Director	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Community Development Director	1.0	1.0	1.0	1.0	1.0	1.0
Principal Planner	1.0	1.0	1.0	1.0	1.0	1.0
Transportation Planning Manager	1.0	-	-	-	-	-
Planning Associate	8.5	8.5	8.5	8.5	8.5	8.5
Planning Assistant	4.0	4.0	4.0	4.0	4.0	4.0
Associate Engineer	4.0	3.0	3.0	3.0	3.0	3.0
Assistant Engineer	2.0	2.0	2.0	2.0	2.0	3.0
Public Works Inspector	3.0	2.0	2.0	2.0	2.0	2.0
Building Regulations Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Building Inspection Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Structural Plans Examiner	1.0	1.0	1.0	1.0	1.0	1.0
Plans Examiner	2.0	2.0	2.0	2.0	2.0	2.0
Senior Building Inspector	3.0	3.0	3.0	3.0	3.0	3.0
Senior Electrical Inspector	1.0	1.0	1.0	1.0	1.0	1.0
Senior Mechanical & Plumbing Inspector	2.0	2.0	2.0	2.0	2.0	2.0
Senior Grading Inspector	1.0	1.0	1.0	1.0	1.0	1.0
Senior Environmental Quality Officer	2.0	2.0	2.0	2.0	2.0	2.0
Environmental Quality Officer	5.0	5.0	5.0	5.0	5.0	5.0
Building Inspector	2.0	2.0	2.0	2.0	2.0	2.0
Building Permit Technician	1.0	-	-	-	-	-
Permit Technician II	-	-	-	-	-	2.0
Permit Technician I	-	4.0	4.0	4.0	4.0	3.0
Engineering Technician III	2.0	2.0	2.0	2.0	2.0	2.0
Engineering Technician II	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Senior Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Housing Specialist	3.0	3.0	3.0	3.0	3.0	3.0
Rehabilitation Specialist	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	6.0	2.0	2.0	2.0	2.0	2.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Total	63.5	59.5	59.5	59.5	59.5	61.5

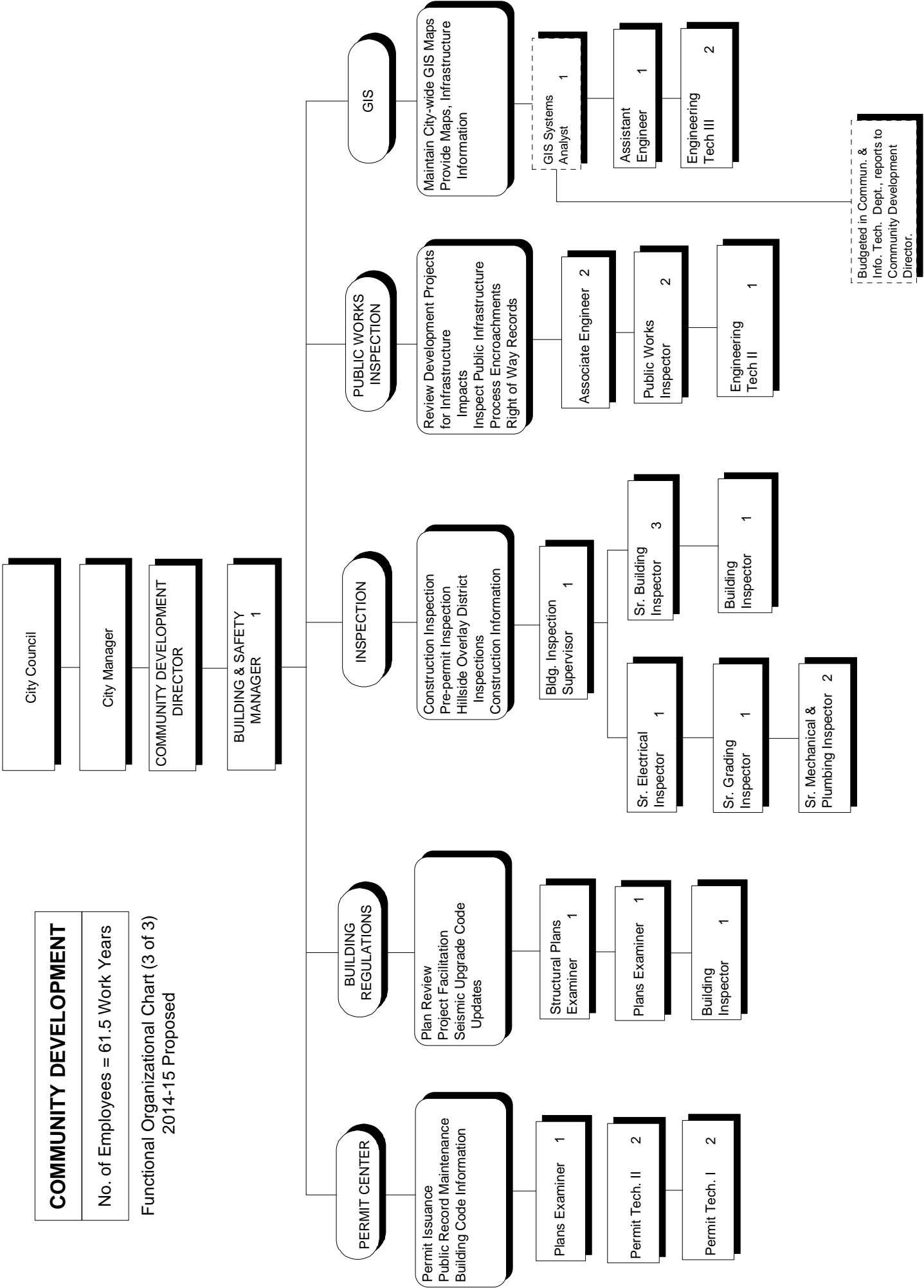


COMMUNITY DEVELOPMENT

No. of Employees = 61.5 Work Years

Functional Organizational Chart (2 of 3)
2014-15 Proposed





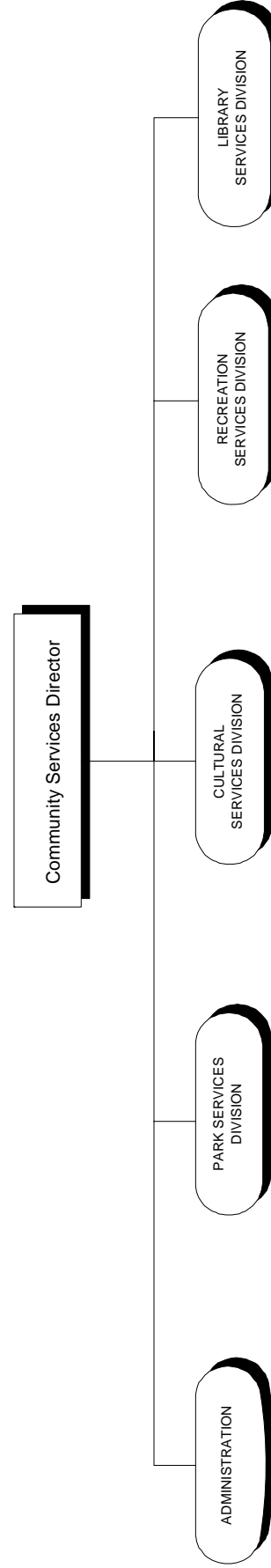
COMMUNITY SERVICES

Mission Statement: To enrich the community through the provision of recreational, cultural and educational opportunities for persons of all ages and abilities; and to provide management, maintenance and stewardship of the City's public open space including parks, landscaped areas, and natural resources;

To provide materials and services in a variety of formats that satisfy the educational, informational, recreational and cultural needs of our diverse community. The Library supports lifelong independent learning and the individual's need for current, popular and informational materials; and

To serve as a center for community information, services and activities using traditional and innovative methods and technologies to provide quality Library collections, efficient services, and programs in easily accessible locations throughout the community.

DEPARTMENT ORGANIZATION



Community Services

MISSION STATEMENT

It is the mission of the Parks and Recreation Department to enrich the community through the provision of recreational, cultural and educational opportunities for persons of all ages and abilities; and to provide management, maintenance and stewardship of the City's public open space including parks, landscaped areas, and natural resources. We provide quality service in a cooperative, responsive and cost-effective manner.

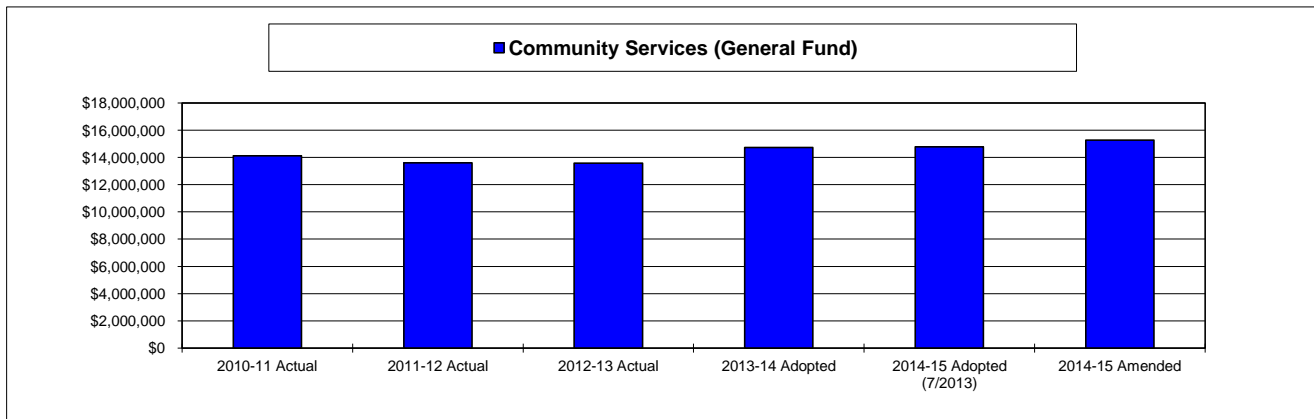
FUNCTIONAL RESPONSIBILITY

The functions of the Parks and Recreation Department include the provision of affordable leisure and learning opportunities for all citizens with an emphasis on serving the City's youth; the management and maintenance of public facilities and open space that result in a safe and enriching environment; and the delivery of a wide range of services and programs that recognize and respect the differences that exist in our diverse population, foster a sense of personal growth and belonging, and contribute to an improved quality of life within our community.

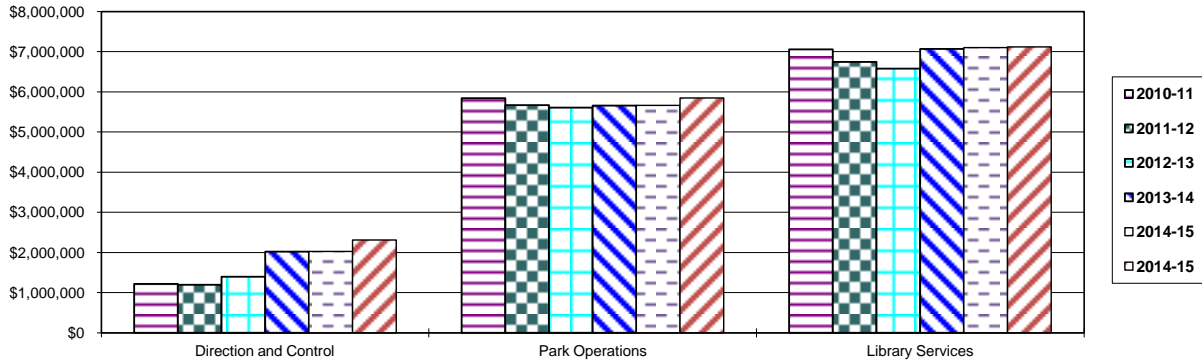
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
General Fund:						
Direction and Control	\$ 1,214,676	\$ 1,195,710	\$ 1,394,421	\$ 2,019,119	\$ 2,026,919	\$ 2,307,987
Park Operations	5,842,548	5,667,521	5,608,396	5,653,395	5,663,175	5,846,028
Library Services	7,053,721	6,740,926	6,573,779	7,066,380	7,098,628	7,118,376
General Fund Total	\$ 14,110,944	\$ 13,604,157	\$ 13,576,596	\$ 14,738,894	\$ 14,788,722	\$ 15,272,391
General Fund Revenues	\$ 644,644	\$ 594,233	\$ 642,424	\$ 665,397	\$ 665,397	\$ 665,397
Enterprise Funded:						
Recreation Services	6,037,605	6,002,281	5,681,818	5,672,621	5,669,199	5,978,667
Cultural Services	1,938,449	1,740,150	1,672,596	1,737,968	1,742,168	1,739,768
Parks & Recreation Enterprise Total	\$ 7,976,055	\$ 7,742,431	\$ 7,354,414	\$ 7,410,589	\$ 7,411,367	\$ 7,718,435
Parks & Recreation Enterprise Revenues	\$ 7,447,316	\$ 8,254,463	\$ 7,547,476	\$ 7,446,503	\$ 7,444,303	\$ 7,666,363
Community Development Block Grant (CDBG) Funded:						
Home Improvement Program	\$ -	\$ -	\$ -	\$ 282,000	\$ 282,800	\$ -

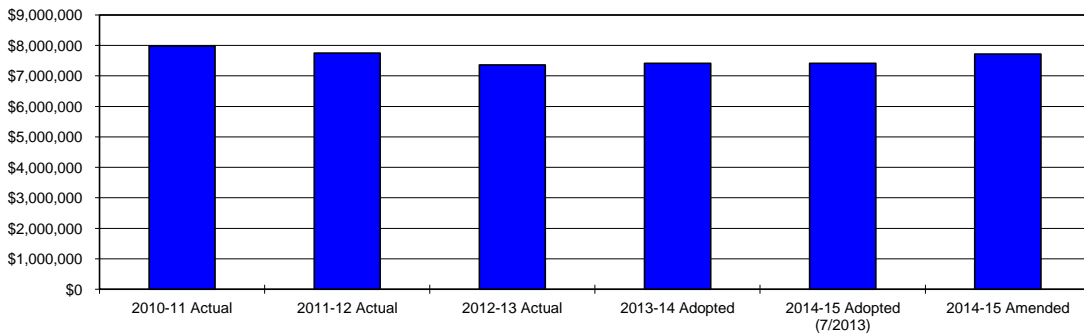
EXPENDITURES



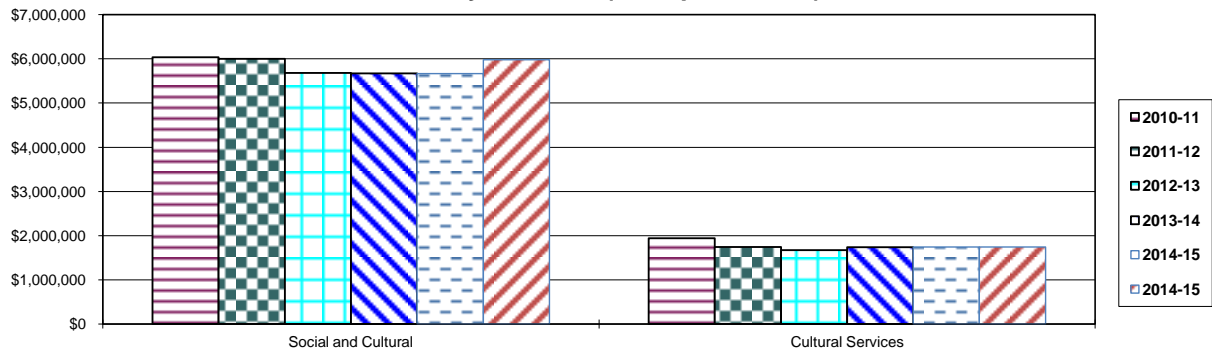
Community Services (General Fund)



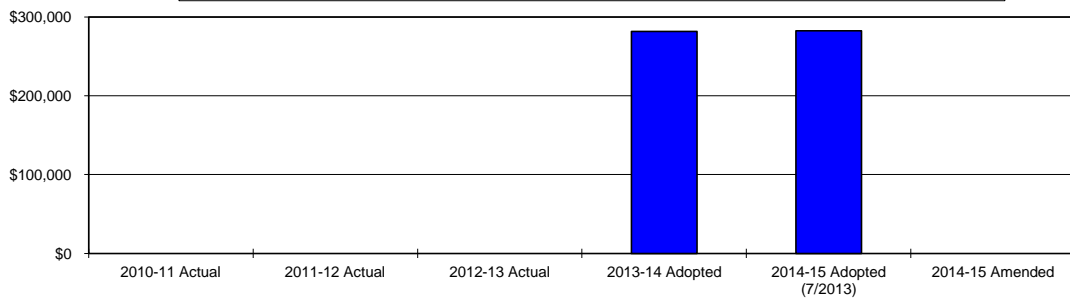
Community Services (Enterprise Fund)



Community Services (Enterprise Fund)



Community Development Block Grant (CDBG)

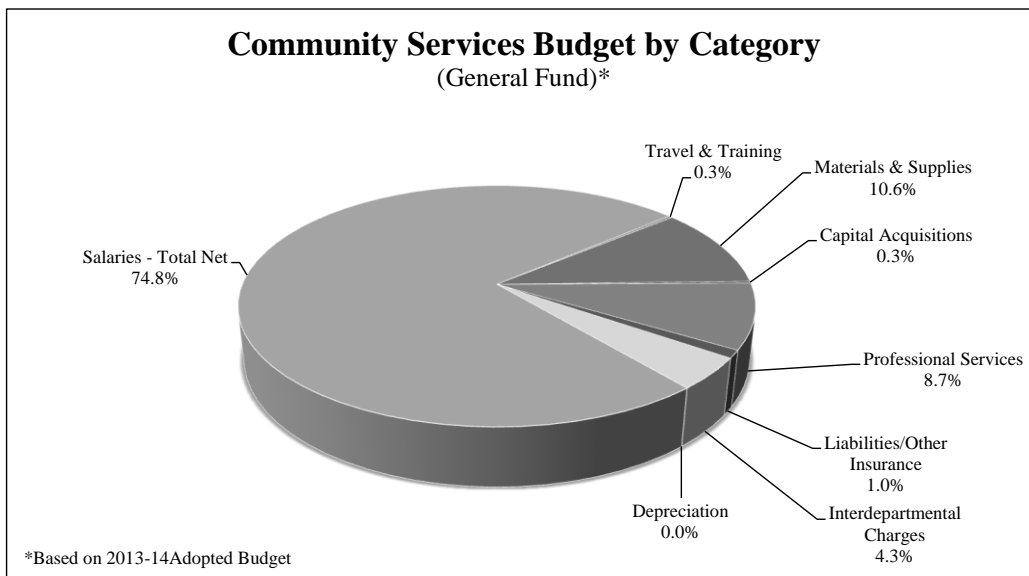


DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 10,256,416	\$ 9,817,133	\$ 9,681,778	\$ 10,962,625	\$ 11,004,725	\$ 11,282,593
Overtime	153,613	171,126	118,508	26,400	26,100	26,800
Salaries - Total	10,410,028	9,988,259	9,800,286	10,989,025	11,030,825	11,309,393
Salaries - Reimbursements	(266,244)	(137,601)	(107,826)	-	-	-
Salaries - Labor Charges	88,775	115,933	89,403	28,775	28,775	66,515
Salaries - Total Net	10,232,559	9,966,591	9,781,863	11,017,800	11,059,600	11,375,908
Supplies and Services	3,854,603	3,615,665	3,774,434	3,684,094	3,692,122	3,854,483
Capital Outlay	23,783	21,901	20,299	37,000	37,000	42,000
General Fund Total	\$ 14,110,944	\$ 13,604,157	\$ 13,576,596	\$ 14,738,894	\$ 14,788,722	\$ 15,272,391

DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 10,498,803	\$ 10,104,192	\$ 9,889,689	\$ 11,017,800	\$ 11,059,600	\$ 11,375,908
Salary & Benefit Reimbursements	(266,244)	(137,601)	(107,826)	-	-	-
Materials, Supplies and Maintenance	1,848,831	1,679,372	1,768,510	1,729,617	1,729,617	1,787,617
Professional Services/Contracts	1,243,124	1,357,248	1,446,958	1,288,191	1,288,191	1,391,391
Travel, Training & Membership Dues	14,594	14,413	26,069	45,526	45,526	47,526
Depreciation	-	-	-	998	998	998
Liabilities & Other Insurance	62,093	64,489	63,565	153,070	153,070	153,070
Interdepartmental Charges	558,885	559,084	547,927	549,783	557,811	558,111
Capital Acquisitions	23,783	21,901	20,299	37,000	37,000	42,000
Reimbursements from Other Funds	(18,205)	(155,548)	(155,969)	(162,050)	(162,050)	(162,050)
Operating Transfers Out	145,281	96,607	77,374	78,959	78,959	77,820
General Fund Total	\$ 14,110,944	\$ 13,604,157	\$ 13,576,596	\$ 14,738,894	\$ 14,788,722	\$ 15,272,391

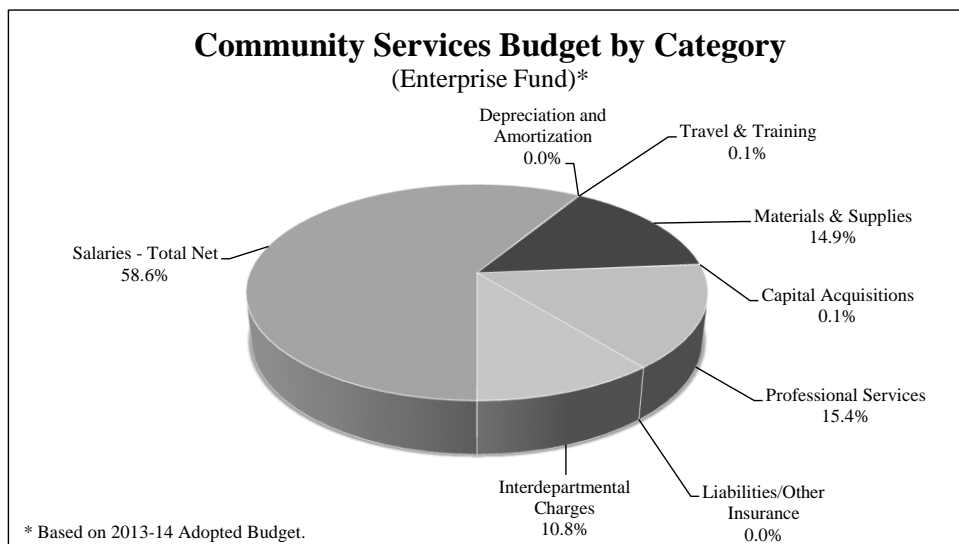


DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 5,239,013	\$ 5,065,647	\$ 4,737,898	\$ 4,321,197	\$ 4,311,097	\$ 4,335,929
Overtime	32,436	38,506	45,845	8,900	8,900	8,900
Salaries - Total	5,271,449	5,104,153	4,783,743	4,330,097	4,319,997	4,344,829
Salaries - Reimbursements	(125,026)	-	(823)	-	-	-
Salaries - Labor Charges	55	-	3,092	14,500	14,500	138,135
Salaries - Total Net	5,146,478	5,104,153	4,786,012	4,344,597	4,334,497	4,482,964
Supplies and Services	2,829,577	2,637,796	2,568,402	3,057,492	3,068,370	3,226,971
Capital Outlay	-	482	-	8,500	8,500	8,500
Total Parks & Recreation Enterprise Fund	\$ 7,976,055	\$ 7,742,431	\$ 7,354,414	\$ 7,410,589	\$ 7,411,367	\$ 7,718,435

DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 5,271,504	\$ 5,104,153	\$ 4,786,835	\$ 4,344,597	\$ 4,334,497	\$ 4,482,964
Salary & Benefit Reimbursements	(125,026)	-	(823)	-	-	-
Materials, Supplies and Maintenance	1,048,556	969,918	945,758	1,103,714	1,103,714	1,081,480
Professional Services/Contracts	975,083	846,238	794,752	1,141,299	1,141,299	1,207,199
Travel, Training & Membership Dues	16,237	9,042	7,969	9,320	9,320	9,320
Depreciation and Amortization	1,498	1,498	916	500	500	500
Liabilities & Other Insurance	9,516	9,396	19,396	-	-	-
Interdepartmental Charges	727,001	756,609	753,819	761,030	771,908	771,322
Capital Acquisitions	-	482	-	8,500	8,500	8,500
Asset Contra Account	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	51,686	45,095	45,792	41,629	41,629	157,150
Total Parks & Recreation Enterprise Fund	\$ 7,976,055	\$ 7,742,431	\$ 7,354,414	\$ 7,410,589	\$ 7,411,367	\$ 7,718,435



DEPARTMENT BUDGET (COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ -	\$ -	\$ -	\$ 213,100	\$ 213,900	\$ -
Overtime	-	-	-	400	400	-
Salaries - Total	-	-	-	213,500	214,300	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	-	-	-	213,500	214,300	-
Supplies and Services	-	-	-	68,500	68,500	-
Capital Outlay	-	-	-	-	-	-
Total CDBG Fund	\$ -	\$ -	\$ -	\$ 282,000	\$ 282,800	\$ -

DEPARTMENT BUDGET (COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND)

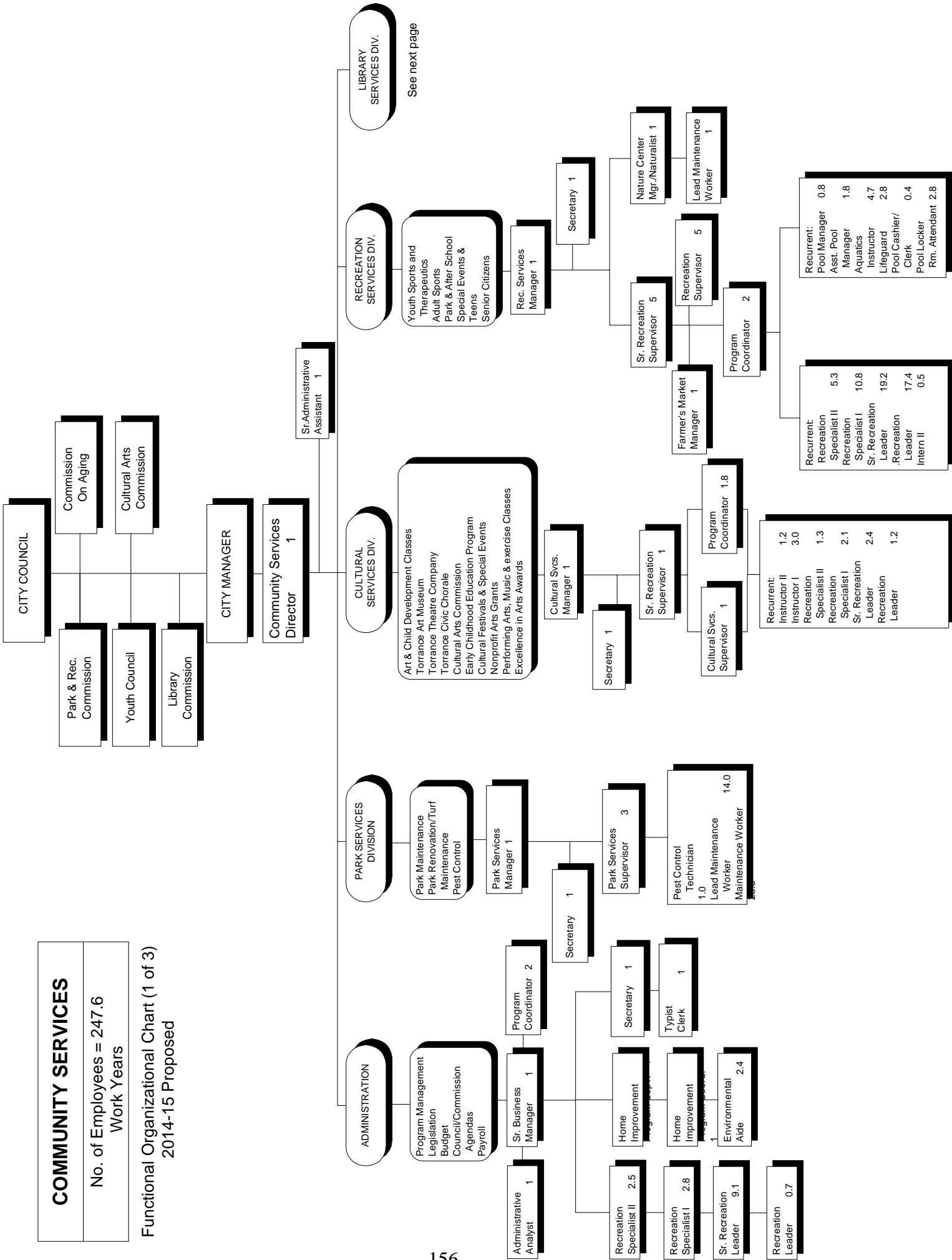
	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits				\$ 213,500	\$ 214,300	
Salary & Benefit Reimbursements						
Materials, Supplies and Maintenance				63,000	63,000	
Professional Services/Contracts				5,500	5,500	
Travel, Training & Membership Dues						
Depreciation and Amortization						
Liabilities & Other Insurance						
Interdepartmental Charges						
Capital Acquisitions						
Asset Contra Account						
Reimbursements from Other Funds						
Operating Transfers Out				-	-	-
Total CDBG Fund	\$ -	\$ -	\$ -	\$ 282,000	\$ 282,800	\$ -

COMMUNITY SERVICES
DEPARTMENT PERSONNEL SUMMARY

Position Title	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Community Services Director	1.0	1.0	1.0	1.0	1.0	1.0
Recreation Services Manager	-	-	-	1.0	1.0	1.0
Cultural Services Manager	-	-	-	1.0	1.0	1.0
Senior Business Manager	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Program Coordinator	2.0	2.0	2.0	2.0	2.0	2.0
Nature Center Manager	-	-	-	1.0	1.0	1.0
Senior Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Home Improvement Program Supervisor	-	-	1.0	-	-	1.0
Home Improvement Program Coordinator	-	-	1.0	-	-	1.0
Environmental Aide	-	-	-	-	-	2.4
Recreation Specialist II	0.9	0.9	0.9	2.5	2.5	2.5
Recreation Specialist	1.5	1.5	1.5	2.8	2.8	2.8
Senior Recreation Leader	6.4	6.4	6.4	9.1	9.1	9.1
Recreation Leader	0.3	0.3	0.3	0.7	0.7	0.7
Intern	-	-	-	0.5	0.5	0.5
Park Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Park Services Supervisor	3.0	3.0	3.0	3.0	3.0	3.0
Irrigation Systems Technician	1.0	-	-	-	-	-
Pest Control Technician	1.0	1.0	1.0	1.0	1.0	1.0
Lead Maintenance Worker	14.0	14.0	14.0	15.0	15.0	15.0
Maintenance Worker	25.6	23.6	23.6	23.6	23.6	23.6
Secretary	3.0	3.0	3.0	3.0	3.0	3.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0	1.0
City Librarian	1.0	1.0	1.0	1.0	1.0	1.0
Principal Librarian	1.0	2.0	2.0	2.0	2.0	2.0
Senior Librarian	7.0	6.0	6.0	6.0	6.0	6.0
Librarian	13.5	13.5	13.5	13.5	13.5	13.5
Library Assistant II	12.0	11.0	11.0	11.0	11.0	11.0
Library Assistant I	8.0	8.0	13.0	13.0	13.0	13.0
Junior Library Clerk I - recurrent	17.5	17.0	7.0	7.0	7.0	7.0
Junior Library Clerk II - recurrent	5.0	5.0	2.5	2.5	2.5	2.5
Library Page - recurrent	20.0	19.0	19.0	19.0	19.0	19.0
Total General Fund	149.7	144.2	138.7	147.2	147.2	151.6
Parks and Recreation Enterprise Fund	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Recreation Services Manager	1.0	1.0	1.0	-	-	-
Cultural Services Manager	1.0	1.0	1.0	-	-	-
Senior Recreation Supervisor	6.0	6.0	6.0	6.0	6.0	6.0
Recreation Supervisor	6.0	6.0	6.0	6.0	6.0	6.0
Program Coordinator	3.8	3.8	3.8	3.8	3.8	3.8
Farmer's Market Manager	-	-	-	-	-	1.0
Market Manager	1.0	1.0	1.0	1.0	1.0	-
Nature Center Manager	1.0	1.0	1.0	-	-	-
Lead Maintenance Worker	1.0	1.0	1.0	-	-	-
Secretary	2.0	2.0	2.0	2.0	2.0	2.0
Typist Clerk	1.0	1.0	1.0	-	-	-
Recreation Specialist II	6.8	6.8	6.8	6.6	6.6	6.6
Recreation Specialist I	13.1	13.1	13.1	12.9	12.9	12.9
Senior Recreation Leader	30.7	30.7	30.7	20.2	20.2	21.6
Recreation Leader	26.2	26.2	26.2	18.6	18.6	18.6
Recreation Assistant	0.5	0.5	0.5	-	-	-
Pool Manager	0.3	0.3	0.3	0.8	0.8	0.8
Assistant Pool Manager	0.8	0.8	0.8	1.8	1.8	1.8
Instructor II	1.9	1.9	1.9	1.2	1.2	1.2
Instructor I	3.3	3.3	3.3	3.0	3.0	3.0
Intern	0.3	0.3	0.3	-	-	-
Aquatics Instructor	3.4	3.4	3.4	4.7	4.7	4.7
Lifeguard	2.1	2.1	2.1	2.8	2.8	2.8
Pool Cashier/Clerk	0.4	0.4	0.4	0.4	0.4	0.4
Pool Locker Room Attendant	0.9	0.9	0.9	2.8	2.8	2.8
Total Parks & Recreation Enterprise Fund	114.5	114.5	114.5	94.6	94.6	96.0
Community Development Block Grant (CDBG) Fund						
Home Improvement Program Supervisor	-	-	-	1.0	1.0	-
Home Improvement Program Coordinator	-	-	-	1.0	1.0	-
Environmental Aide	-	-	-	2.4	2.4	-
Total CDBG Fund	-	-	-	4.4	4.4	-
Grand Total	264.2	258.7	253.2	246.2	246.2	247.6

COMMUNITY SERVICES
No. of Employees = 247.6 Work Years

Functional Organizational Chart (1 of 3)
2014-15 Proposed

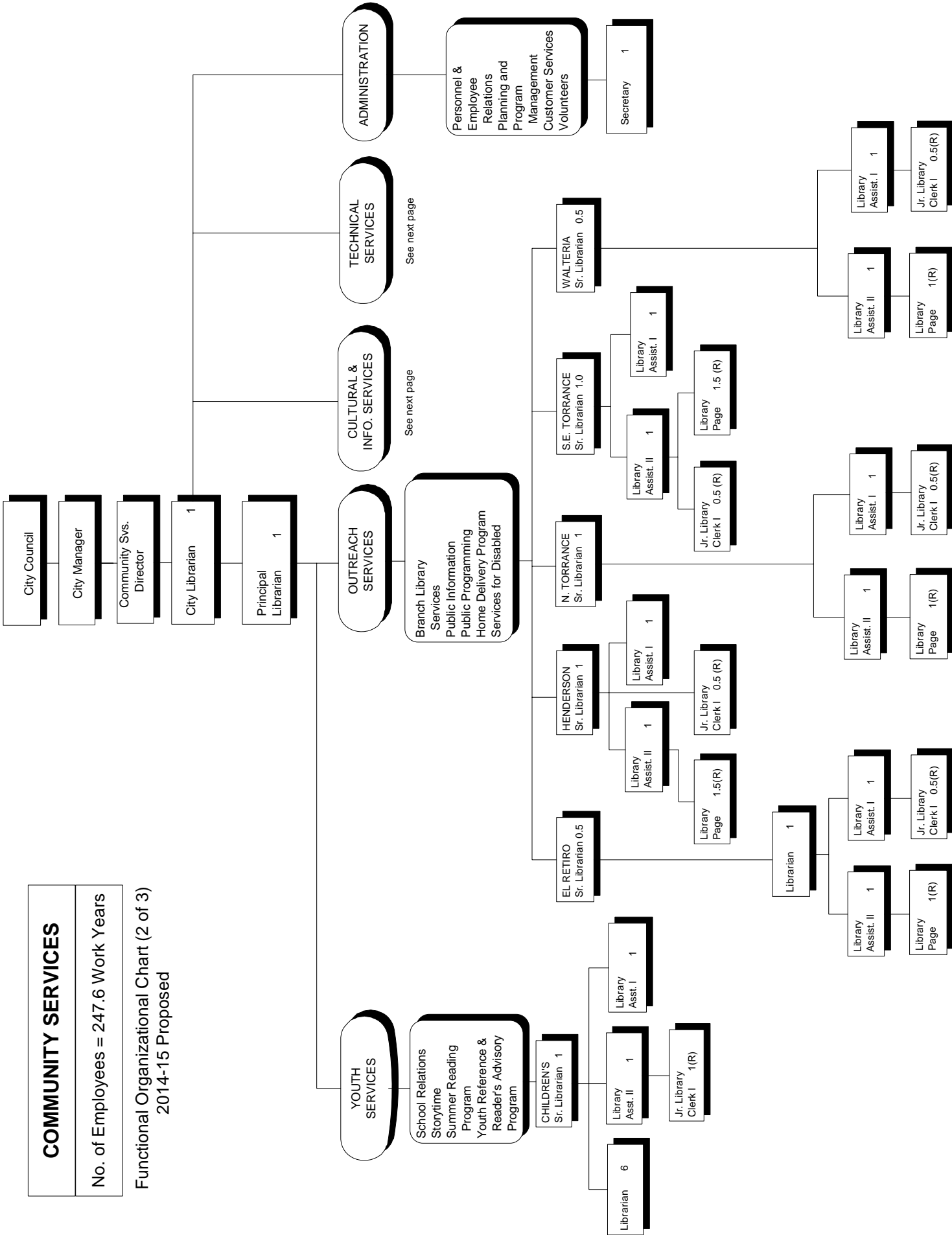


COMMUNITY SERVICES

No. of Employees = 247.6 Work Years

Functional Organizational Chart (2 of 3)

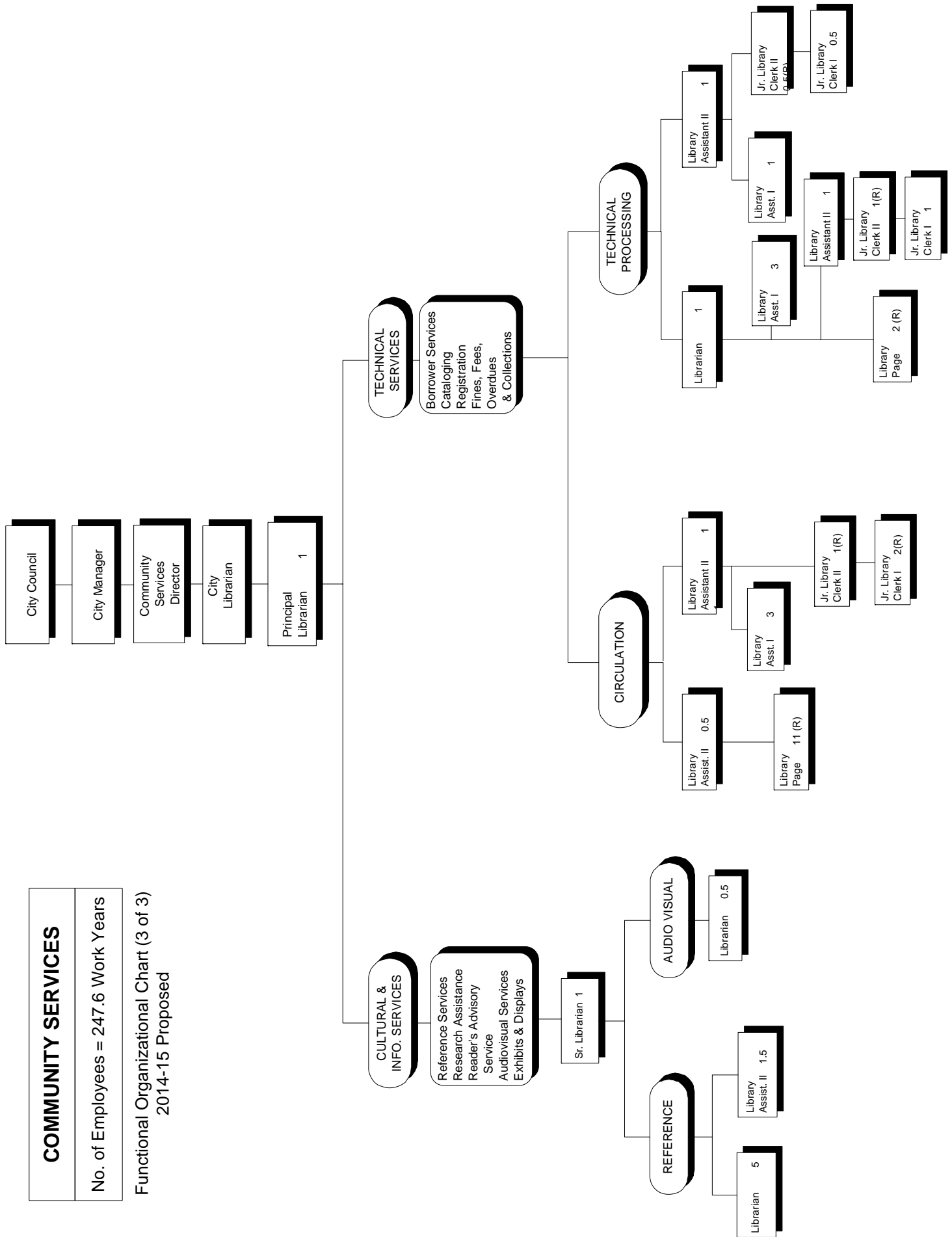
2014-15 Proposed



COMMUNITY SERVICES

No. of Employees = 247.6 Work Years

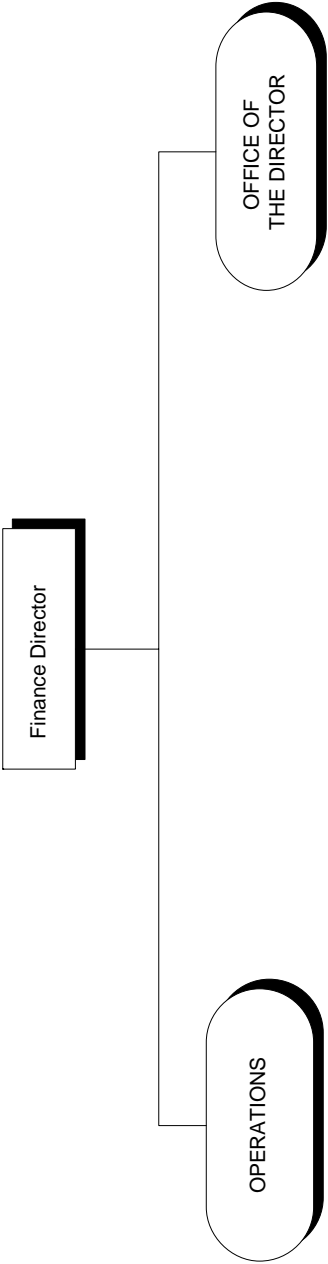
Functional Organizational Chart (3 of 3)
2014-15 Proposed



FINANCE

Mission Statement. To provide and support the Torrance Community with Sound Financial Advice in a timely, cost effective and professional manner.

DEPARTMENT ORGANIZATION



Finance

MISSION STATEMENT

Protect the City's Assets While Providing and Supporting the Torrance Community with Sound Financial Advice in a Timely, Cost -Effective and Professional Manner.

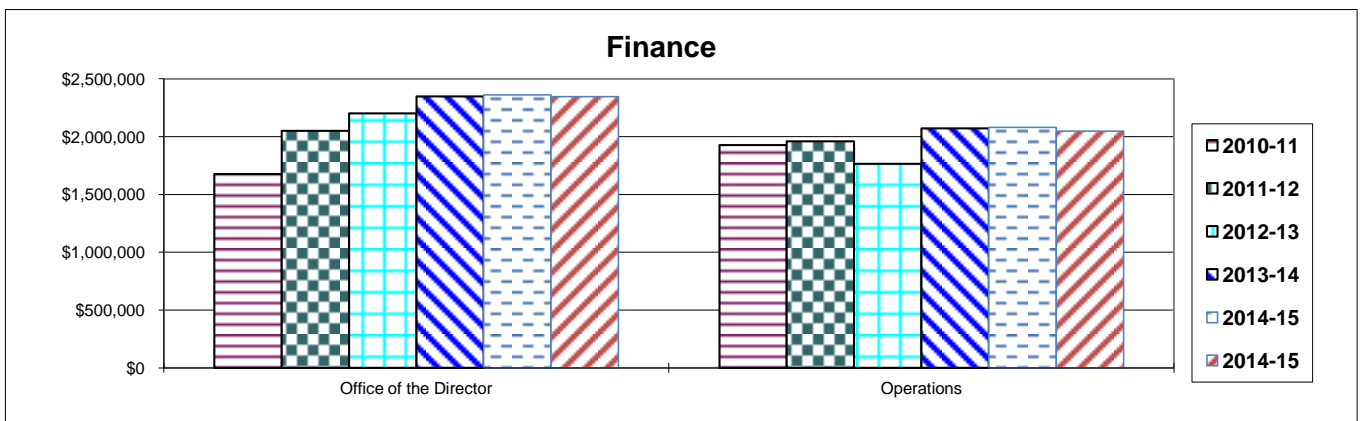
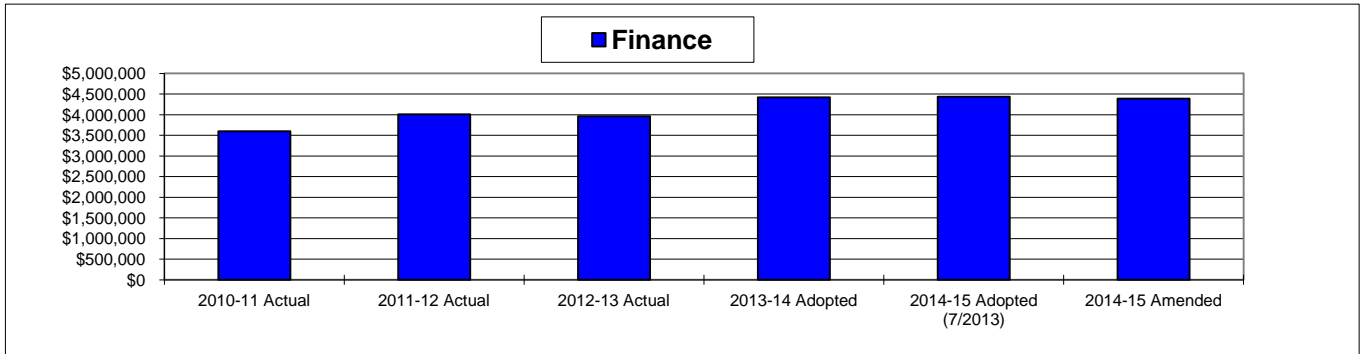
FUNCTIONAL RESPONSIBILITIES

The function of the Finance Department is to be responsible for the financial administration, budgeting, purchasing, accounting and auditing of City fiscal resources, the issuing of business licenses, and the billing and collection of all monies due the City. The Finance Director assists the City Manager in preparing and administering the operating and capital improvement budgets, serves as advisor to the Land Management Team, and presents to the City Council, through the City Manager, an annual audited statement of the City's financial condition, prepared in accordance with governmental reporting standards promulgated by the Governmental Accounting Standards Board (GASB). The department administers risk management programs whose objectives are to contain costs related to liability and workers' compensation loss.

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Office of the Director	\$ 1,676,244	\$ 2,050,523	\$ 2,201,273	\$ 2,346,882	\$ 2,360,543	\$ 2,344,776
Operations	1,925,667	1,958,376	1,764,310	2,070,802	2,078,832	2,046,618
General Fund Total	\$ 3,601,911	\$ 4,008,899	\$ 3,965,583	\$ 4,417,684	\$ 4,439,375	\$ 4,391,394
General Fund Revenues	\$ 58,842	\$ 45,618	\$ 20,095	\$ -	\$ -	\$ -

EXPENDITURES

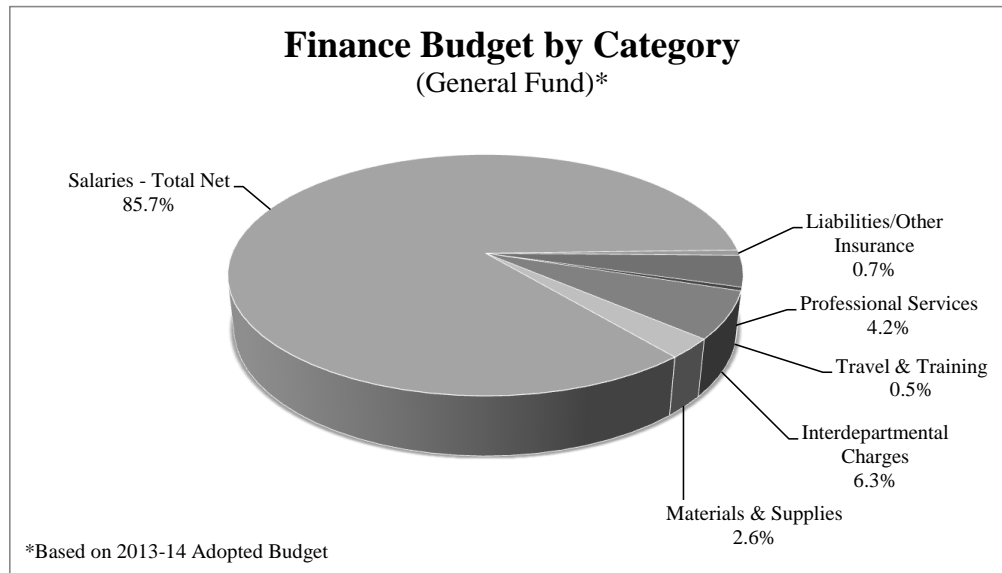


DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 3,719,926	\$ 4,600,382	\$ 4,484,695	\$ 4,939,276	\$ 4,961,176	\$ 4,940,076
Overtime	15,900	27,487	56,072	54,000	54,000	53,600
Salaries - Total	3,735,826	4,627,869	4,540,767	4,993,276	5,015,176	4,993,676
Salaries - Reimbursements	(605,710)	(1,110,698)	(1,128,592)	(1,209,036)	(1,212,636)	(1,287,839)
Salaries - Labor Charges	2,685	1,081	2,626	-	-	-
Salaries - Total Net	3,132,801	3,518,252	3,414,801	3,784,240	3,802,540	3,705,837
Supplies and Services	469,109	490,647	550,782	633,444	636,835	685,557
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 3,601,911	\$ 4,008,899	\$ 3,965,583	\$ 4,417,684	\$ 4,439,375	\$ 4,391,394

DEPARTMENT BUDGET

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 3,738,511	\$ 4,628,950	\$ 4,543,393	\$ 4,993,276	\$ 5,015,176	\$ 4,993,676
Salary & Benefit Reimbursements	(605,710)	(1,110,698)	(1,128,592)	(1,209,036)	(1,212,636)	(1,287,839)
Materials, Supplies and Maintenance	85,521	59,549	62,845	116,980	116,980	105,980
Professional Services/Contracts	499,844	115,128	132,376	184,529	184,529	245,529
Travel, Training & Membership Dues	9,779	10,741	13,088	20,830	20,830	20,830
Liabilities & Other Insurance	11,474	11,460	16,934	32,524	32,524	32,524
Interdepartmental Charges	220,283	249,890	237,526	241,473	244,864	244,864
Capital Acquisitions	-	-	-	-	-	-
Bad Debts and Other Losses	-	-	-	-	-	-
Reimbursements from Other Funds	(417,031)	-	-	-	-	-
Operating Transfers Out	59,241	43,879	88,013	37,108	37,108	35,830
General Fund Total	\$ 3,601,911	\$ 4,008,899	\$ 3,965,583	\$ 4,417,684	\$ 4,439,375	\$ 4,391,394



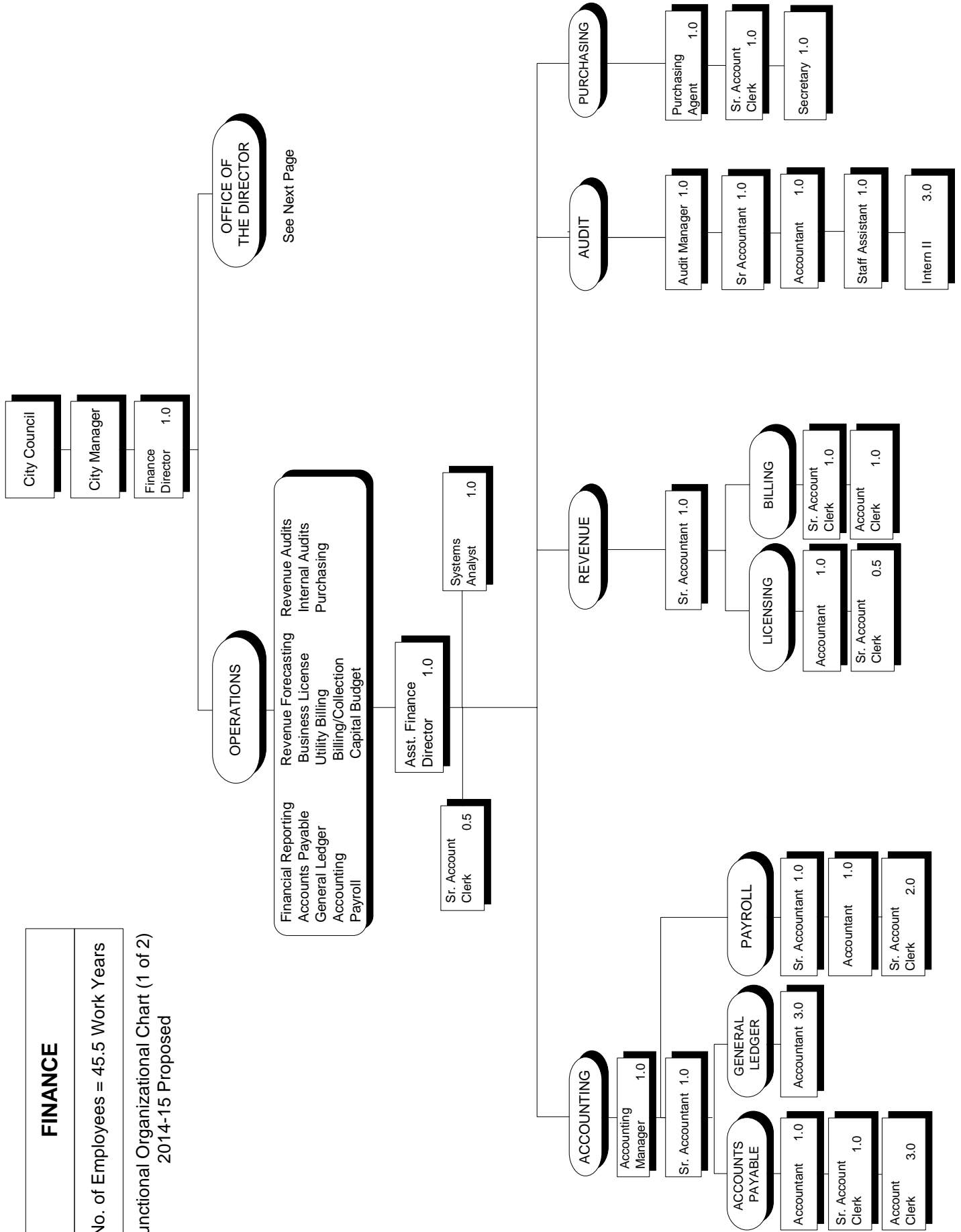
FINANCE
DEPARTMENT PERSONNEL SUMMARY

Position Title	2010-11 Adopted	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Finance Director	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Finance Director	1.0	1.0	1.0	1.0	1.0	1.0
Accounting Manager	1.0	1.0	1.0	1.0	1.0	1.0
Risk Manager	-	-	1.0	1.0	1.0	1.0
Workers' Compensation Manager	-	-	1.0	1.0	1.0	1.0
Audit Manager	1.0	1.0	1.0	1.0	1.0	1.0
Budget Manager	1.0	1.0	1.0	1.0	1.0	1.0
Purchasing Agent	1.0	1.0	1.0	1.0	1.0	1.0
Systems Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Senior Accountant	4.0	4.0	4.0	4.0	4.0	4.0
Accountant	6.0	7.0	7.0	7.0	7.0	7.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Staff Assistant	-	-	-	1.0	1.0	1.0
Workers' Compensation Claims Examiner	-	-	2.0	2.0	2.0	2.0
Claims Technician	-	-	3.0	3.0	3.0	3.0
Senior Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Senior Account Clerk	7.0	6.0	6.0	6.0	6.0	6.0
Account Clerk	5.0	4.0	4.0	4.0	4.0	4.0
Secretary	2.0	2.0	2.5	2.5	2.5	2.5
Typist Clerk	-	-	1.0	1.0	1.0	1.0
Intern	3.0	3.0	4.0	4.0	4.0	4.0
Total	36.0	35.0	44.5	45.5	45.5	45.5

FINANCE

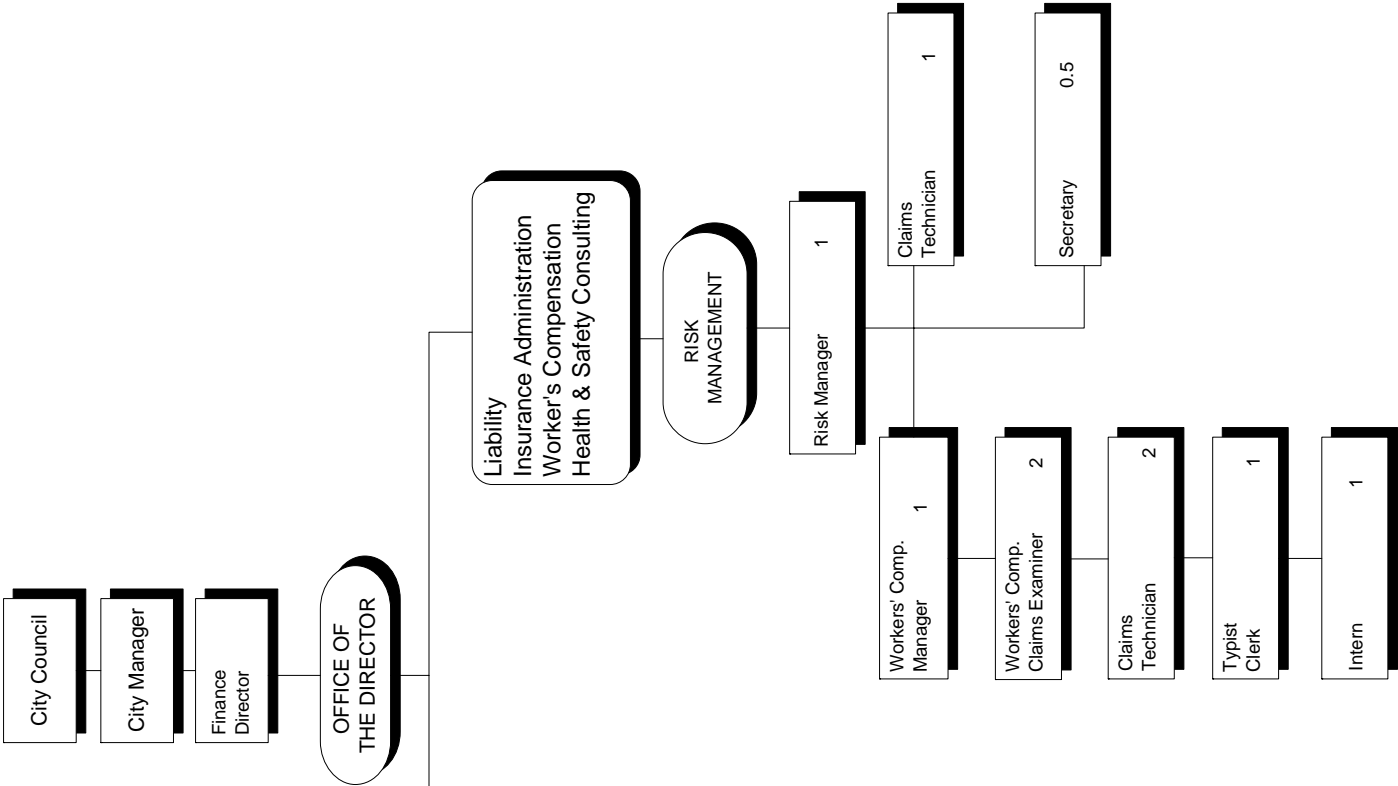
No. of Employees = 45.5 Work Years

Functional Organizational Chart (1 of 2)
2014-15 Proposed



FINANCE	
No. of Employees = 45.5 Work Years	

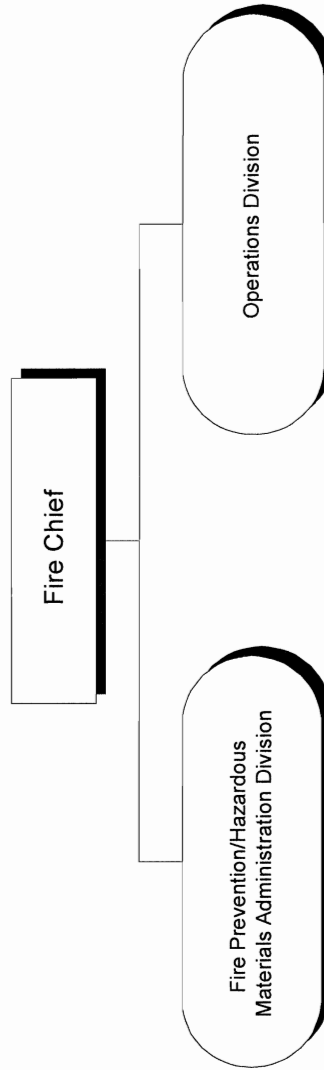
Functional Organizational Chart (2 of 2)
2014-15 Proposed



FIRE

Mission Statement: To protect the community and provide for Life Safety, Environmental Protection, and Property Conservation through Education, Hazard Protection and Emergency Response. We are committed to the highest standards of Professionalism and Integrity that are the tradition of the Fire Service.

DEPARTMENT ORGANIZATION



Fire

MISSION STATEMENT

We are dedicated to protecting the community and providing for Life Safety, Environmental Protection, and Property Conservation through Education, Hazard Reduction, and Emergency Response.
We are committed to the highest standards of Professionalism and Integrity that are the Tradition of the Fire Service.

FUNCTIONAL RESPONSIBILITIES

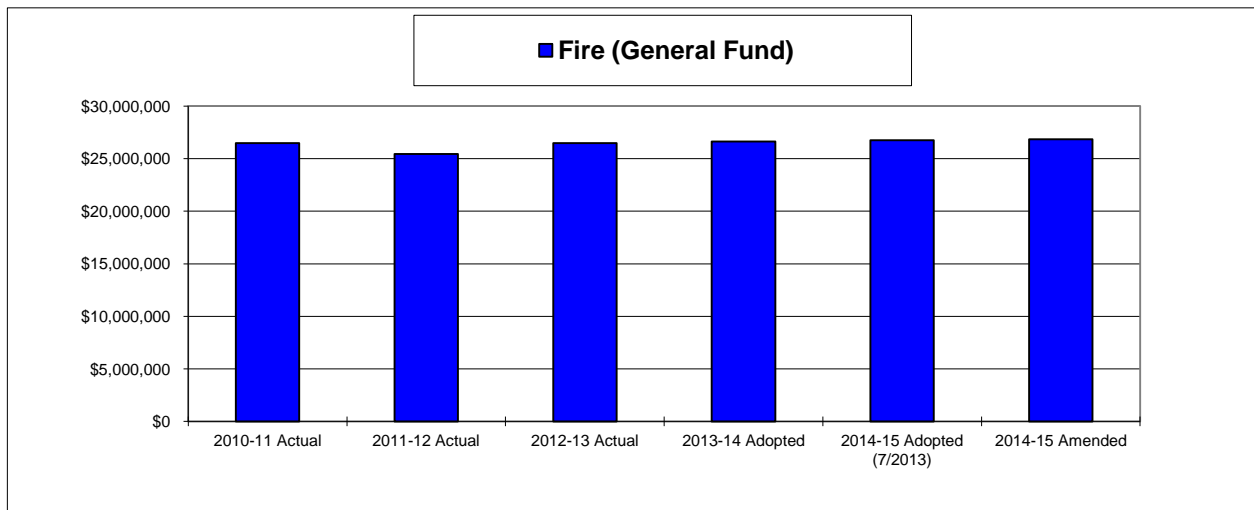
The function of the Fire Department is to ensure the safety of life and property from fires, explosions, hazardous conditions and natural disasters occurring within the City of Torrance, and the inspection and correction of any fire or life hazard found; to enforce the penal provisions of ordinances of the city and laws of the State and Federal governments; to investigate, gather, and preserve evidence, apprehend and prosecute arsonists; to educate the public on fire prevention, fire safety, CPR (cardiopulmonary resuscitation) and first aid; and to provide emergency medical care for life-threatening or traumatic injuries.

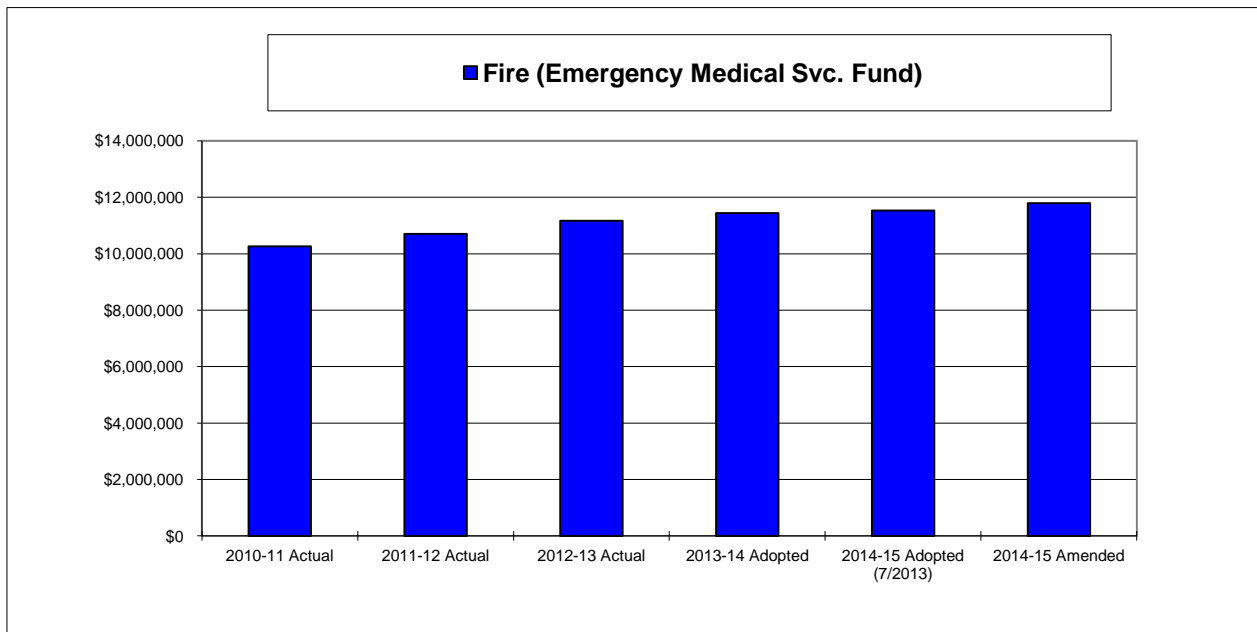
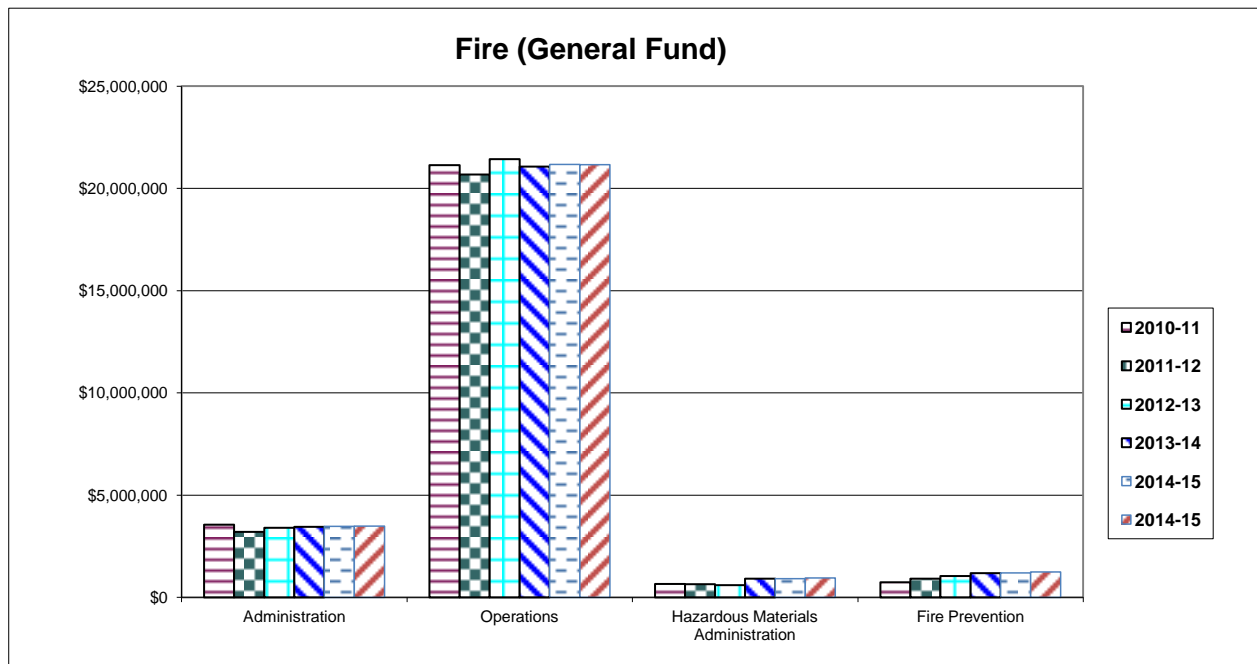
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Administration	\$ 3,559,940	\$ 3,204,949	\$ 3,402,560	\$ 3,453,884	\$ 3,469,846	\$ 3,483,985
Operations	21,138,793	20,679,702	21,428,388	21,066,428	21,176,128	21,164,428
Hazardous Materials Administration	655,960	640,752	603,602	915,006	911,752	956,152
Fire Prevention	743,894	914,281	1,045,642	1,186,000	1,191,800	1,245,000
General Fund Total	\$ 26,098,588	\$ 25,439,684	\$ 26,480,192	\$ 26,621,318	\$ 26,749,526	\$ 26,849,565
General Fund Revenues	\$ 2,173,406	\$ 1,466,778	\$ 1,853,641	\$ 1,895,926	\$ 1,899,716	\$ 1,908,716
Emergency Medical Services Fund						
Emergency Medical Services Expenditures	\$ 10,266,145	\$ 10,706,211	\$ 11,168,509	\$ 11,446,625	\$ 11,527,325	\$ 11,790,625
Emergency Medical Services Revenues	\$ 10,266,145	\$ 10,706,211	\$ 11,005,566	\$ 11,434,390	\$ 11,515,090	\$ 11,778,390

Note - The Emergency Medical Services fund was created in 2003-04.

EXPENDITURES



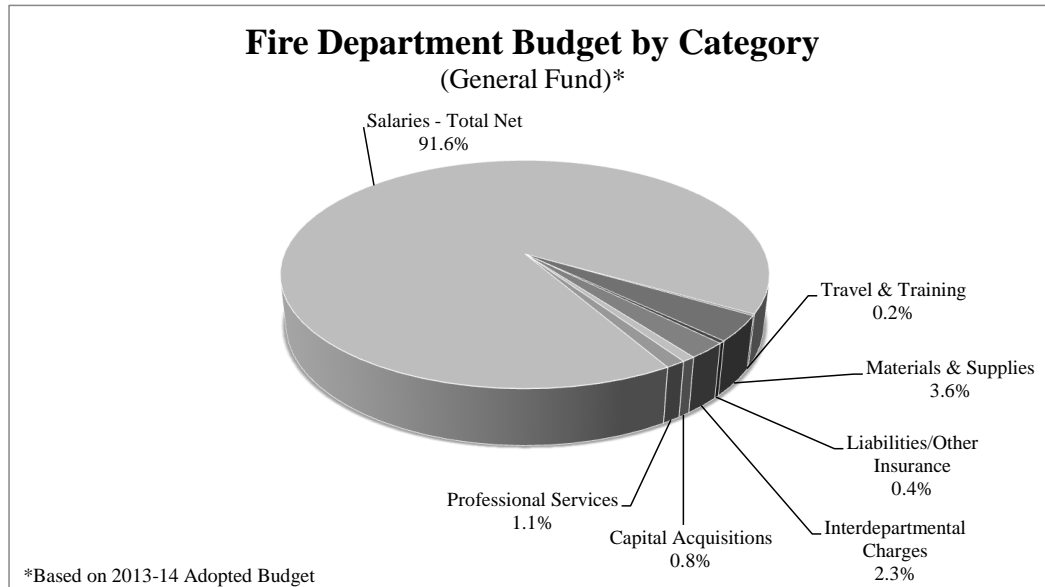


DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 21,557,123	\$ 21,068,395	\$ 21,627,199	\$ 22,180,720	\$ 22,299,320	\$ 22,373,820
Overtime	2,735,783	2,716,103	3,016,784	2,474,900	2,474,900	2,487,300
Salaries - Total	24,292,906	23,784,498	24,643,983	24,655,620	24,774,220	24,861,120
Salaries - Reimbursements	(300)	(122)	(2,142)	-	-	-
Salaries - Labor Charges	12,772	12,677	13,521	12,948	12,948	13,818
Salaries - Total Net	24,305,378	23,797,053	24,655,362	24,668,568	24,787,168	24,874,938
Supplies and Services	1,684,616	1,578,700	1,718,999	1,749,906	1,759,514	1,771,883
Capital Outlay	108,594	63,931	105,831	202,844	202,844	202,744
General Fund Total	\$ 26,098,588	\$ 25,439,684	\$ 26,480,192	\$ 26,621,318	\$ 26,749,526	\$ 26,849,565

DEPARTMENT BUDGET

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 24,305,678	\$ 23,797,175	\$ 24,657,504	\$ 24,668,568	\$ 24,787,168	\$ 24,874,938
Salary & Benefit Reimbursements	(300)	(122)	(2,142)	-	-	-
Materials, Supplies and Maintenance	958,870	960,020	1,047,770	965,067	965,067	965,067
Professional Services/Contracts	307,253	258,260	276,722	301,012	301,012	310,012
Travel, Training & Membership Dues	28,836	40,649	54,895	61,620	61,620	61,620
Liabilities & Other Insurance	65,978	58,634	45,450	95,046	95,046	95,046
Interdepartmental Charges	466,338	427,679	478,614	489,052	498,660	501,329
Capital Acquisitions	108,594	63,931	105,831	202,844	202,844	202,744
Reimbursements from Other Funds	(279,652)	(279,652)	(305,652)	(279,652)	(279,652)	(279,652)
Interfund Loan Principal Repayment	-	-	-	-	-	-
Operating Transfers Out	136,992	113,110	121,200	117,761	117,761	118,461
General Fund Total	\$ 26,098,588	\$ 25,439,684	\$ 26,480,192	\$ 26,621,318	\$ 26,749,526	\$ 26,849,565

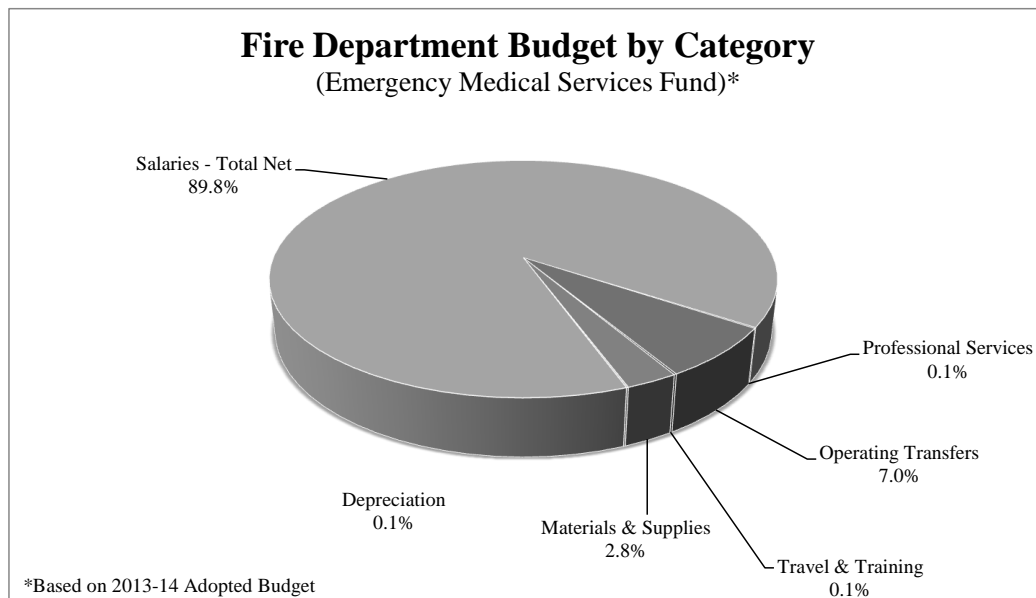


DEPARTMENT BUDGET (EMERGENCY MEDICAL SERVICES FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 8,081,731	\$ 8,474,386	\$ 8,475,271	\$ 8,747,777	\$ 8,798,477	\$ 8,987,477
Overtime	1,249,225	1,329,108	1,486,371	1,530,000	1,530,000	1,561,300
Salaries - Total	9,330,956	9,803,494	9,961,642	10,277,777	10,328,477	10,548,777
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	-	-	-	-
Salaries - Total Net	9,330,956	9,803,494	9,961,642	10,277,777	10,328,477	10,548,777
Supplies and Services	914,082	901,135	1,205,504	1,118,848	1,148,848	1,194,848
Capital Outlay	21,108	1,582	1,363	50,000	50,000	47,000
Emergency Medical Services Total	\$ 10,266,145	\$ 10,706,211	\$ 11,168,509	\$ 11,446,625	\$ 11,527,325	\$ 11,790,625

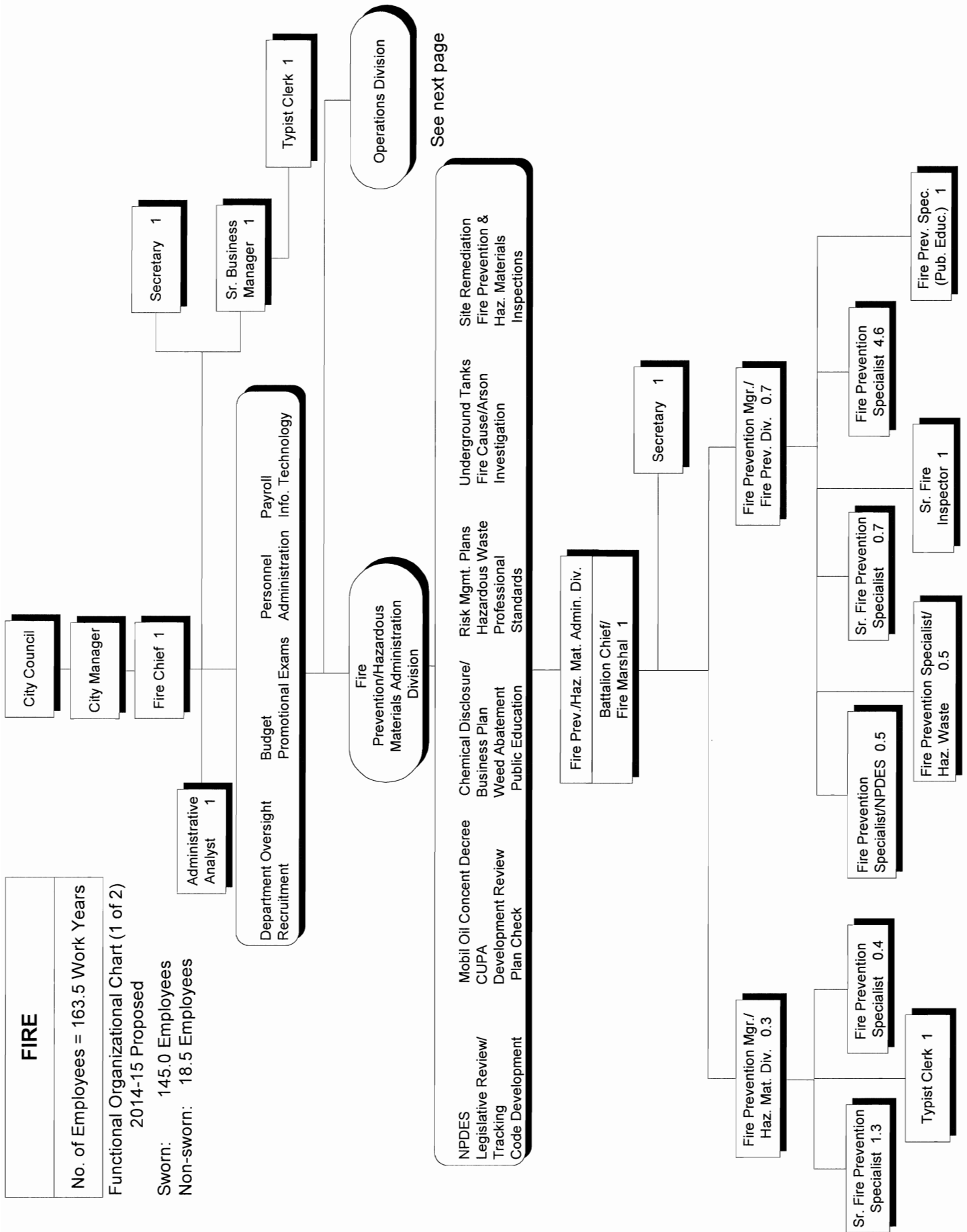
DEPARTMENT BUDGET

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 9,330,956	\$ 9,803,494	\$ 9,961,642	\$ 10,277,777	\$ 10,328,477	\$ 10,548,777
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	286,082	286,358	301,741	324,582	324,582	344,582
Professional Services/Contracts	21,293	14,715	16,388	16,031	16,031	17,031
Travel, Training & Membership Dues	11,473	21,659	25,193	16,000	16,000	18,000
Depreciation & Amortization	12,235	12,235	12,235	12,235	12,235	12,235
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	-	-	-	-	-	-
Capital Acquisitions	21,108	1,582	1,363	50,000	50,000	47,000
Reimbursements from Other Funds	-	-	-	(50,000)	(50,000)	(47,000)
Operating Transfers Out	583,000	566,168	849,947	800,000	830,000	850,000
Emergency Medical Services Total	\$ 10,266,145	\$ 10,706,211	\$ 11,168,509	\$ 11,446,625	\$ 11,527,325	\$ 11,790,625



FIRE
DEPARTMENT PERSONNEL SUMMARY

Position Title	2010-11 Adopted	2011-12 Adopted	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Fire Chief*	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Fire Chief*	1.0	1.0	1.0	1.0	1.0	1.0
Battalion Chiefs*:						
Administrative Chief	1.0	1.0	1.0	1.0	1.0	1.0
Fire Marshall	-	-	-	-	-	-
Platoon Commander	3.0	3.0	3.0	3.0	3.0	3.0
Fire Captains*:	-	-	-	-	-	-
Assistant Fire Marshall	-	-	-	-	-	-
Training Officer	1.0	1.0	1.0	1.0	1.0	1.0
Special Services	1.0	1.0	1.0	1.0	1.0	1.0
Company Commander	27.0	27.0	27.0	27.0	27.0	27.0
Fire Engineer*	27.0	27.0	27.0	27.0	27.0	27.0
Senior Fire Inspector*	1.0	1.0	1.0	1.0	1.0	1.0
Fire Fighter*	36.0	33.0	33.0	33.0	33.0	33.0
Fire Prevention Manager	-	-	1.0	1.0	1.0	1.0
Operations Manager	1.0	1.0	-	-	-	-
Sr. Business Manager	1.0	1.0	1.0	1.0	1.0	1.0
Senior Fire Prevention Specialist	-	-	-	-	-	2.0
Senior Fire Prevention Officer	1.0	1.0	1.0	1.0	1.0	-
Hazardous Materials Analyst	1.0	1.0	1.0	1.0	1.0	-
Hazardous Materials Specialist	1.0	1.0	1.0	1.0	1.0	-
Fire Prevention Specialist	5.0	6.0	6.0	6.0	6.0	7.0
Administrative Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	3.0	3.0	3.0	3.0	3.0	3.0
Typist Clerk	1.0	1.0	2.0	2.0	2.0	2.0
Intern	0.5	0.5	0.5	0.5	0.5	0.5
Total General Fund	114.5	112.5	113.5	113.5	113.5	113.5
Emergency Medical Services Fund						
Fire Captain (Paramedic Coordinator)*	1.0	1.0	1.0	1.0	1.0	1.0
Fire Fighter*	48.0	48.0	48.0	48.0	48.0	48.0
Emergency Medical Services Nurse	1.0	1.0	1.0	1.0	1.0	1.0
	50.0	50.0	50.0	50.0	50.0	50.0
Department Total	164.5	162.5	163.5	163.5	163.5	163.5
Sworn Personnel*	148.0	145.0	145.0	145.0	145.0	145.0
Non-Sworn Personnel	16.5	17.5	18.5	18.5	18.5	18.5
	164.5	162.5	163.5	163.5	163.5	163.5



FIRE

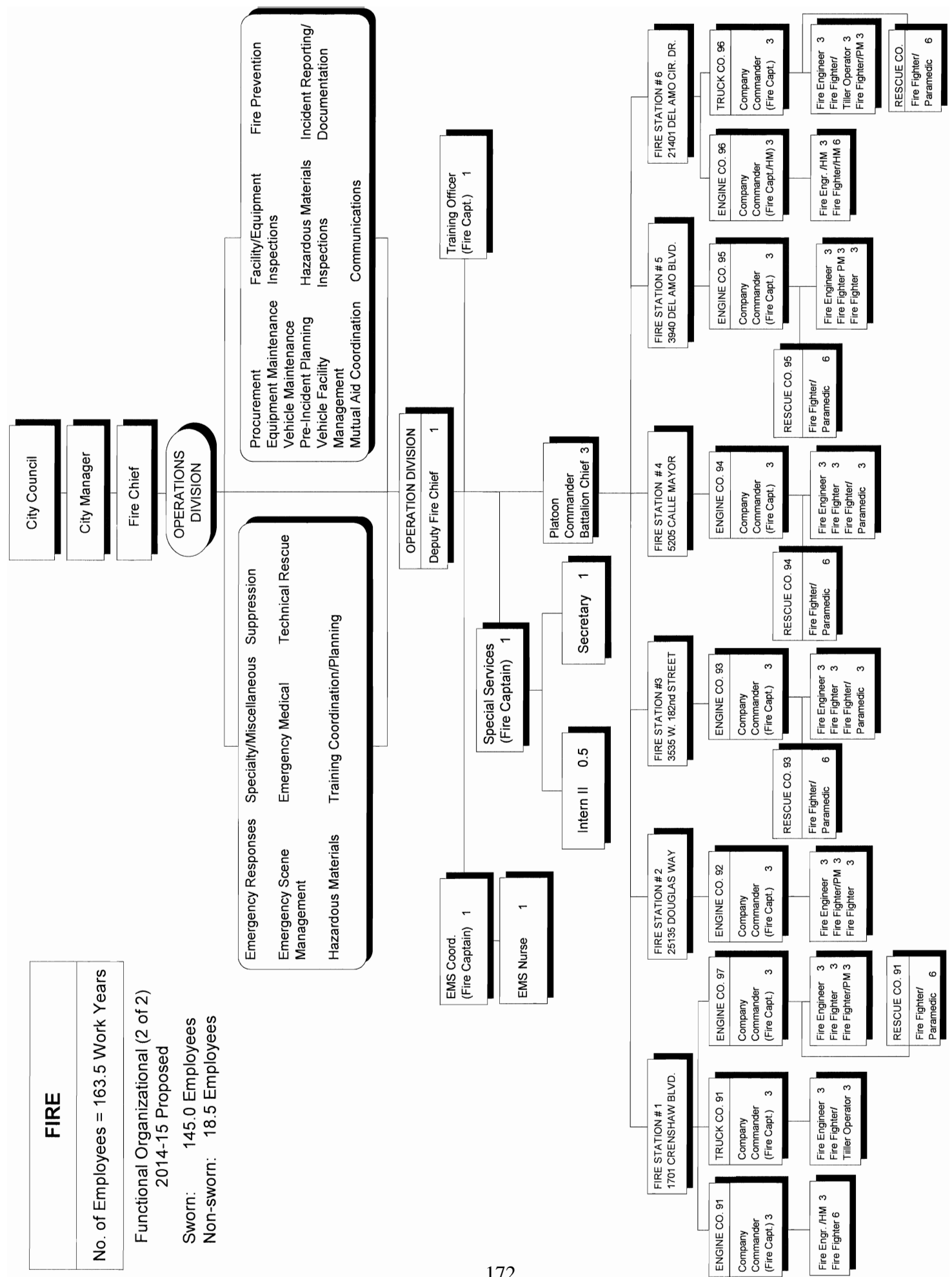
No. of Employees = 163.5 Work Years

Functional Organizational (2 of 2)

2014-15 Proposed

Sworn: 145.0 Employees

Non-sworn: 18.5 Employees



GENERAL SERVICES

Mission Statement: To provide quality services that support City departments in a manner which enable them to carry out their community missions; to provide these services in a cost effective and efficient manner which best serves the operational needs of the City departments and the community. The General Services Director also directs the activities of Zamperini Field - Torrance Municipal Airport.

DEPARTMENT ORGANIZATION

General Services Director

ADMINISTRATION

FACILITY SERVICES
DIVISION

FLEET SERVICES
DIVISION

FACILITY OPERATIONS
DIVISION

General Services

MISSION STATEMENT

The mission of the Department of General Services is to provide quality services that support City departments in a manner which enable them to carry out their community missions; to provide these services in a cost effective and efficient manner which best serves the operational needs of City departments and the community. The General Services Director also directs the activities of Zamperini Field - Torrance Municipal Airport.

FUNCTIONAL RESPONSIBILITIES

Functional responsibilities of the Department are to maintain all City buildings and building systems in good, presentable, clean condition; and to provide a healthy, comfortable environment within the buildings in a manner which meets the operational needs of City departments and the community.

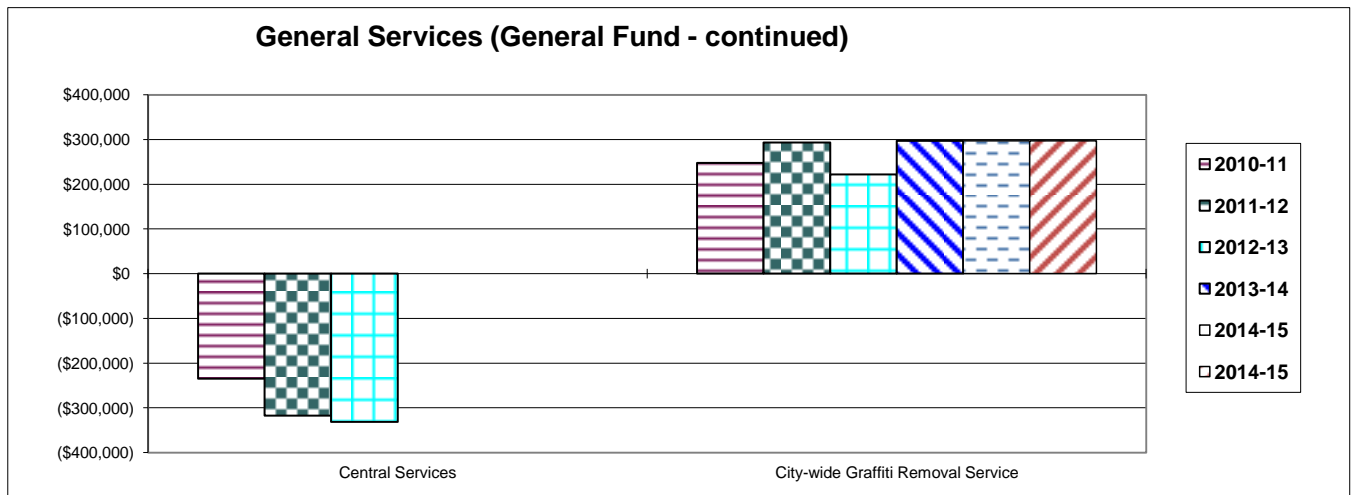
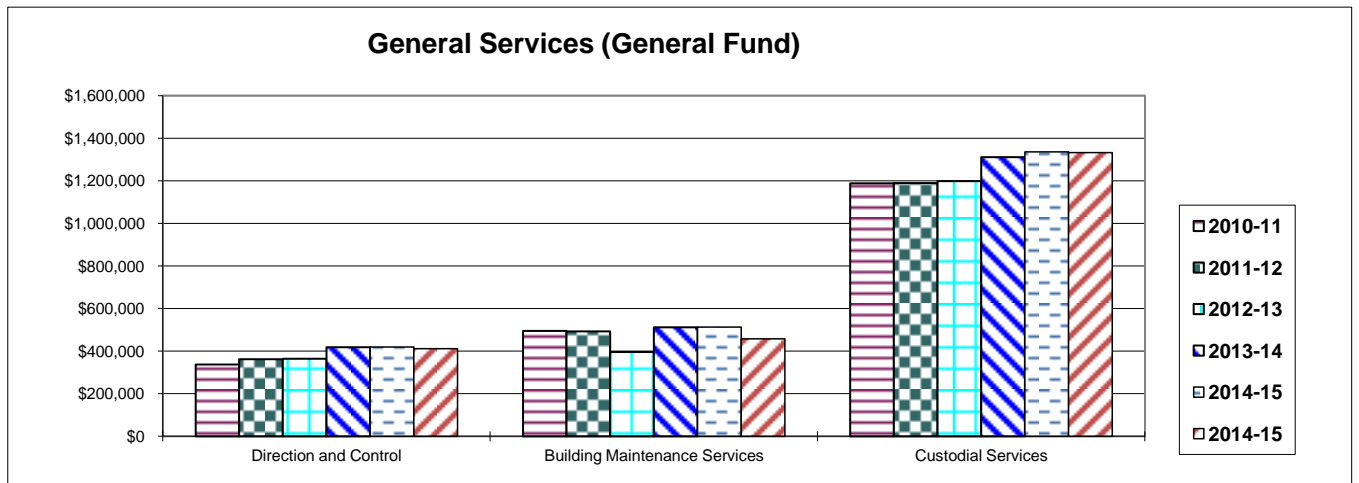
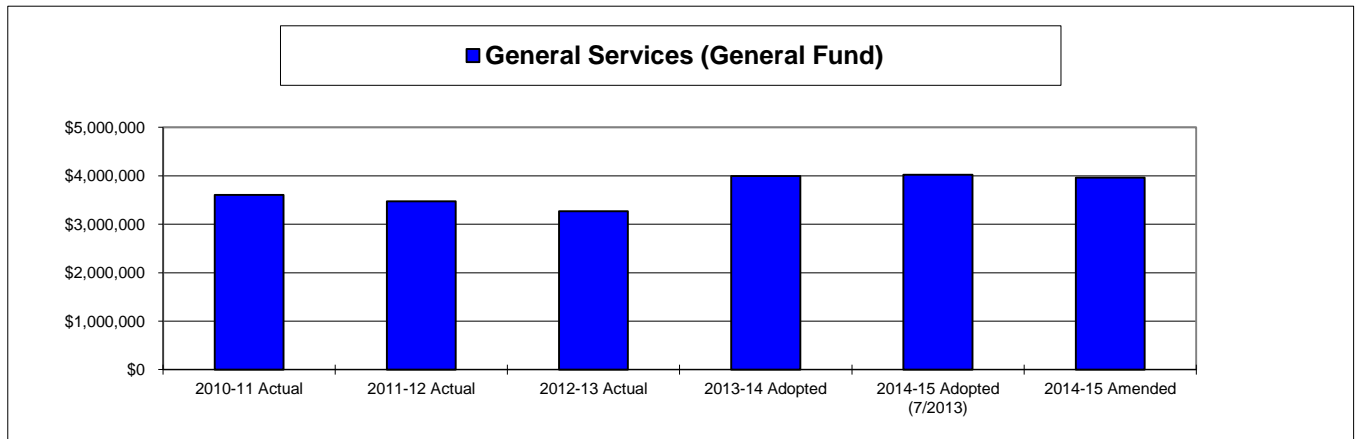
To provide other essential support services required by City departments, including a City - wide graffiti eradication program.

To provide these services efficiently in a cost - effective manner.

DEPARTMENT BUDGET SUMMARY

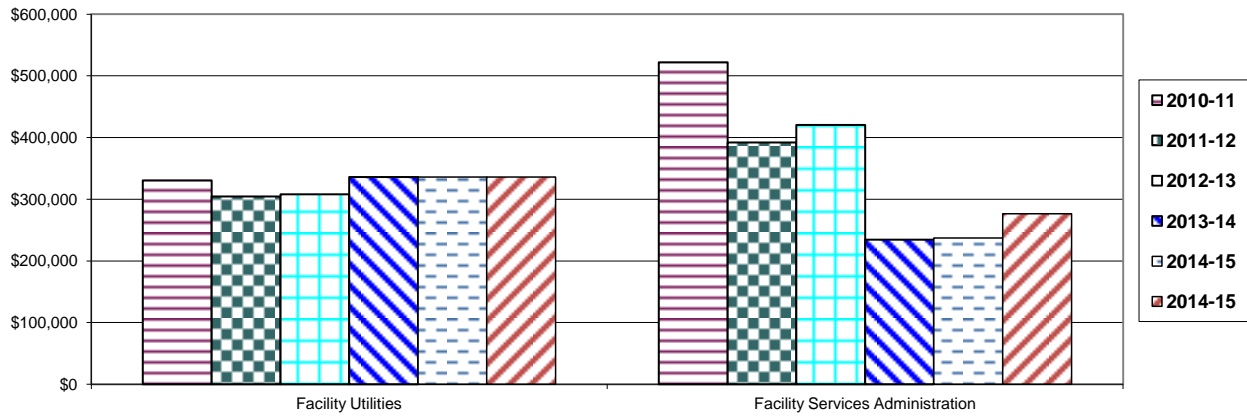
Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Direction and Control	\$ 336,903	\$ 362,449	\$ 364,772	\$ 418,369	\$ 420,185	\$ 411,732
Building Maintenance Services	494,882	492,931	396,495	511,903	512,752	457,858
Custodial Services	1,188,981	1,189,200	1,198,062	1,311,458	1,336,678	1,332,278
Air Conditioning/Heating Services	716,236	754,142	689,320	885,415	883,654	847,139
Central Services	(234,912)	(317,298)	(331,577)	-	-	-
City-wide Graffiti Removal Service	247,459	293,056	221,709	296,900	297,100	297,100
Facility Utilities	330,746	304,369	307,850	336,065	336,065	336,065
Facility Services Administration	522,012	392,065	420,659	234,340	237,240	276,560
General Fund Total	\$ 3,602,306	\$ 3,470,914	\$ 3,267,290	\$ 3,994,450	\$ 4,023,674	\$ 3,958,732
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cultural Arts Enterprise Fund						
Cultural Arts Center Expenditures	\$ 2,136,590	\$ 1,975,946	\$ 1,908,881	\$ 2,178,131	\$ 2,187,730	\$ 2,211,923
Cultural Arts Center Revenues	\$ 1,879,189	\$ 1,860,909	\$ 1,865,273	\$ 1,984,117	\$ 1,984,117	\$ 1,984,117
Airport Enterprise Fund						
Airport Administration	\$ 2,093,772	\$ 2,634,976	\$ 3,063,063	\$ 2,212,770	\$ 1,910,457	\$ 1,964,711
Airport Commission Support	15,000	10,037	9,284	11,800	11,800	11,800
Airfield Leased Land Operations & Maint.	69,524	49,490	71,331	80,781	80,781	80,597
Airport Operations, Maintenance & Admin.	973,883	989,247	870,774	1,076,722	971,322	1,021,387
Airport Public Areas Operations & Maint.	67,066	66,344	71,087	79,494	79,494	79,494
Noise Abatement	203,781	252,173	219,071	345,049	347,711	424,678
Non-Aeronautical Leased Land Operations	7,869,429	7,573,091	8,164,684	8,390,174	8,583,618	8,593,582
Airport Fund Total	\$ 11,292,455	\$ 11,575,358	\$ 12,469,294	\$ 12,196,790	\$ 11,985,183	\$ 12,176,249
Airport Fund Revenues	\$ 10,962,443	\$ 11,989,129	\$ 11,805,854	\$ 12,179,000	\$ 12,667,000	\$ 12,605,000
Fleet Services Fund:						
Direction and Control	\$ 520,688	\$ 376,720	\$ 427,646	\$ 504,865	\$ 507,747	\$ 507,794
Acquisition and Replacement	71,533	68,555	92,447	97,800	98,200	98,100
Vehicle and Equipment Maintenance Svcs.	2,594,303	2,853,960	2,454,780	2,660,342	2,671,042	2,717,785
Warehouse Operations	457,431	461,443	483,389	431,749	433,649	434,509
Inventory Program	-	2,690	22	-	-	-
Vehicle Replacement Fund	1,901,711	1,543,733	1,791,909	2,200,000	2,200,000	2,200,000
Total	\$ 5,545,666	\$ 5,307,101	\$ 5,250,193	\$ 5,894,756	\$ 5,910,638	\$ 5,958,188
Fleet Services Fund Revenues	\$ 6,476,351	\$ 6,896,845	\$ 6,576,066	\$ 6,519,252	\$ 6,374,156	\$ 6,473,136

EXPENDITURES

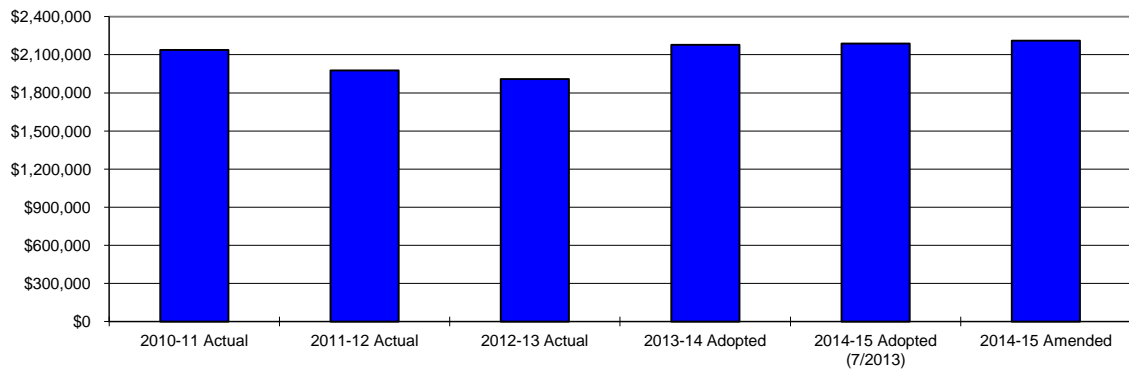


Note - Actual Central Services flat rate reimbursements exceeded expenditures resulting in negative actual costs.

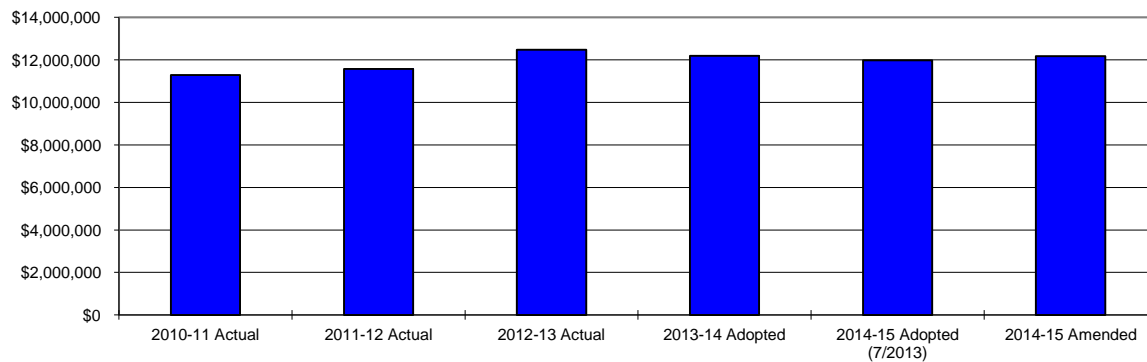
General Services (General Fund - continued)



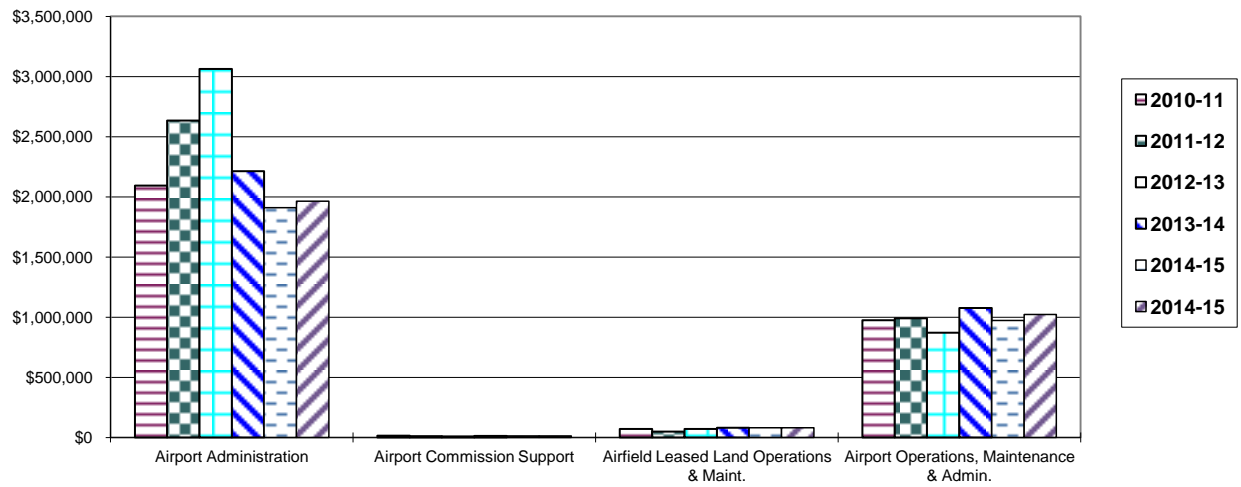
Cultural Arts Center (Enterprise Fund)



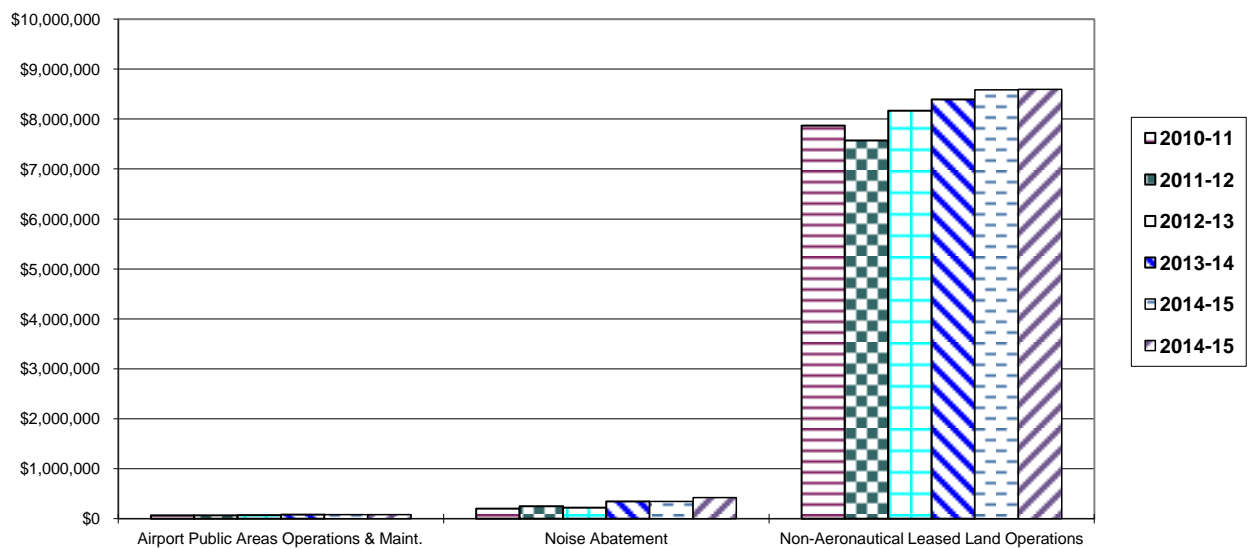
Airport (Enterprise Funded)



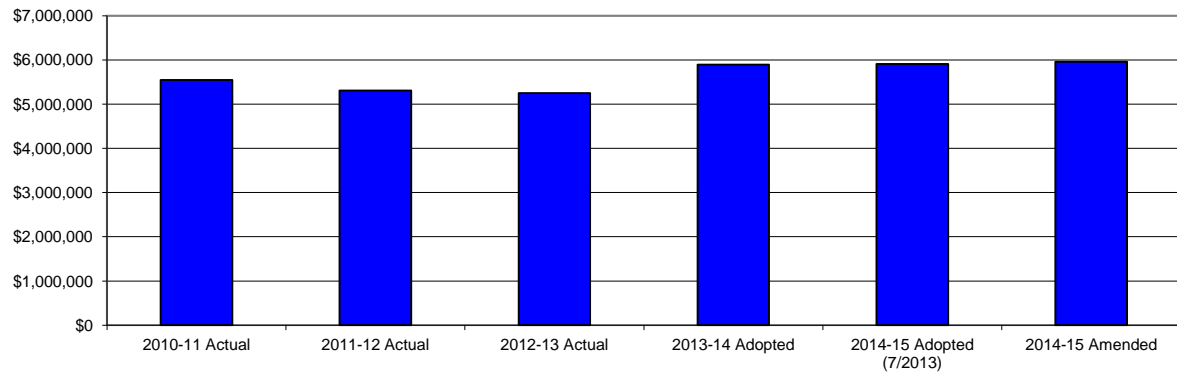
Airport (Enterprise Fund)



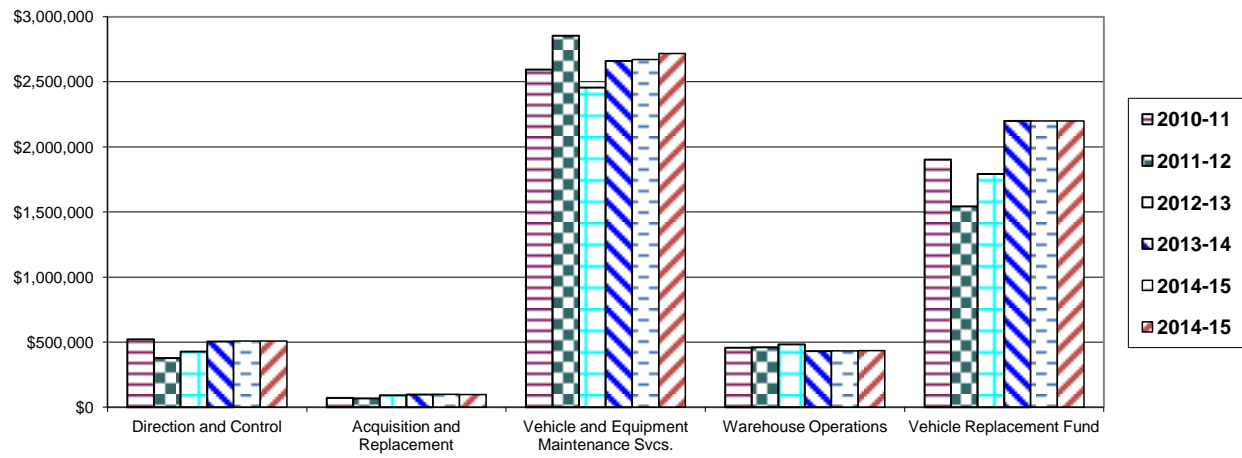
Airport (Enterprise Fund - continued)



Fleet Services (Internal Service Fund)



Fleet Services (Internal Services Fund)



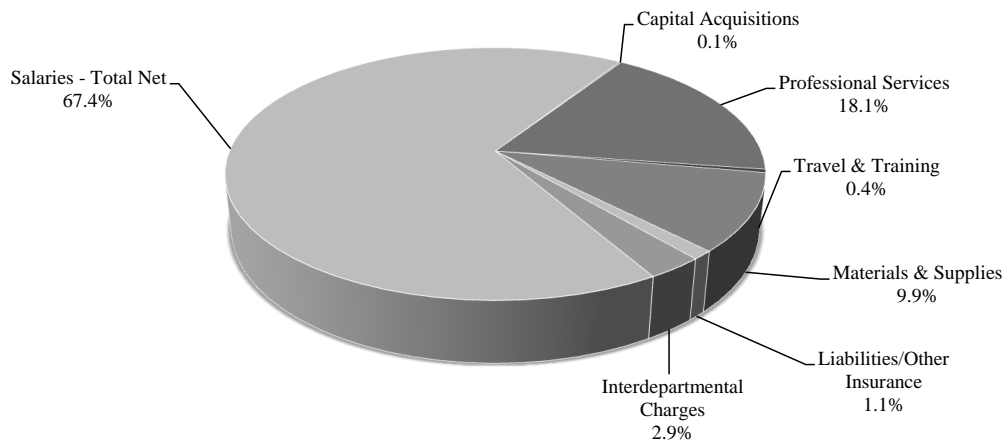
DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 4,552,291	\$ 4,793,460	\$ 4,601,538	\$ 4,943,961	\$ 4,978,061	\$ 4,894,961
Overtime	131,543	125,069	133,890	117,100	117,100	113,800
Salaries - Total	4,683,834	4,918,529	4,735,428	5,061,061	5,095,161	5,008,761
Salaries - Reimbursements	(1,960,749)	(2,230,946)	(2,176,780)	(2,369,326)	(2,376,426)	(2,354,968)
Salaries - Labor Charges	245	1,796	1,216	-	-	-
Salaries - Total Net	2,723,331	2,689,379	2,559,864	2,691,735	2,718,735	2,653,793
Supplies and Services	878,975	781,535	707,426	1,297,215	1,299,439	1,299,439
Capital Outlay	-	-	-	5,500	5,500	5,500
General Fund Total	\$ 3,602,306	\$ 3,470,914	\$ 3,267,290	\$ 3,994,450	\$ 4,023,674	\$ 3,958,732

DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 4,684,080	\$ 4,920,325	\$ 4,736,644	\$ 5,061,061	\$ 5,095,161	\$ 5,008,761
Salary & Benefit Reimbursements	(1,960,749)	(2,230,946)	(2,176,780)	(2,369,326)	(2,376,426)	(2,354,968)
Materials, Supplies and Maintenance	1,114,092	1,030,064	1,047,924	1,436,077	1,436,077	1,436,177
Professional Services/Contracts	658,652	642,875	564,243	723,898	723,898	723,898
Travel, Training & Membership Dues	5,780	5,815	2,188	17,070	17,070	17,070
Liabilities & Other Insurance	15,802	15,767	15,767	44,267	44,267	44,267
Interdepartmental Charges	104,855	106,655	94,699	94,814	97,375	97,275
Capital Acquisitions	-	-	-	5,500	5,500	5,500
Reimbursements from Other Funds	(1,047,691)	(1,042,515)	(1,039,832)	(1,039,814)	(1,040,151)	(1,040,148)
Operating Transfers Out	27,486	22,874	22,437	20,903	20,903	20,900
General Fund Total	\$ 3,602,306	\$ 3,470,914	\$ 3,267,290	\$ 3,994,450	\$ 4,023,674	\$ 3,958,732

General Services Department Budget by Category
(General Fund)*



* Based on 2013-14 Adopted Budget.
Note - Includes estimated salary reimbursements related to flat rate reimbursements.

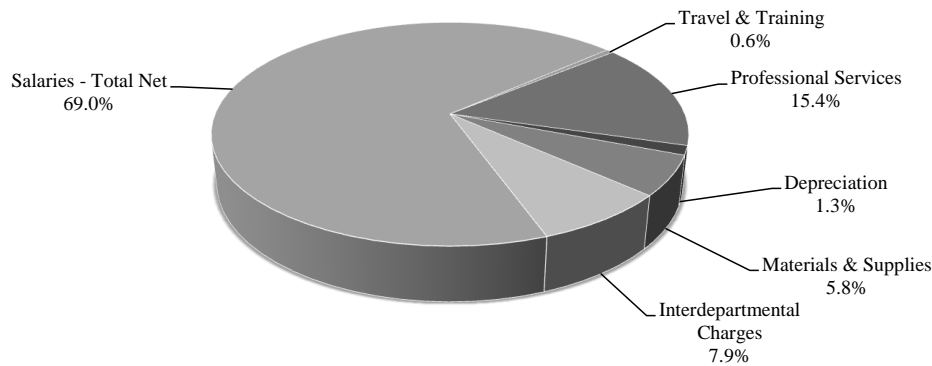
DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 1,434,603	\$ 1,437,088	\$ 1,313,108	\$ 1,456,800	\$ 1,463,900	\$ 1,445,000
Overtime	24,076	16,071	17,426	-	-	-
Salaries - Total	1,458,679	1,453,159	1,330,534	1,456,800	1,463,900	1,445,000
Salaries - Reimbursements	-	-	(6,191)	-	-	-
Salaries - Labor Charges	47,416	47,362	46,230	46,926	46,926	90,056
Salaries - Total Net	1,506,095	1,500,521	1,370,573	1,503,726	1,510,826	1,535,056
Supplies and Services	630,495	475,425	538,308	674,405	676,904	676,867
Capital Outlay	-	-	-	-	-	-
Cultural Arts Center Fund Total	\$ 2,136,590	\$ 1,975,946	\$ 1,908,881	\$ 2,178,131	\$ 2,187,730	\$ 2,211,923

DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 1,506,095	\$ 1,500,521	\$ 1,376,764	\$ 1,503,726	\$ 1,510,826	\$ 1,535,056
Salary & Benefit Reimbursements	-	-	(6,191)	-	-	-
Materials, Supplies and Maintenance	74,083	70,031	71,769	125,358	125,358	125,258
Professional Services/Contracts	263,525	251,951	273,169	336,256	336,256	336,256
Travel, Training & Membership Dues	695	532	937	12,400	12,400	12,400
Depreciation and Amortization	18,633	28,879	27,591	29,000	29,000	29,000
Interdepartmental Charges	107,674	108,563	109,235	109,540	112,039	112,139
Capital Acquisitions	-	-	-	-	-	-
Operating Transfers	165,885	15,469	55,607	61,851	61,851	61,814
Cultural Arts Center Fund Total	\$ 2,136,590	\$ 1,975,946	\$ 1,908,881	\$ 2,178,131	\$ 2,187,730	\$ 2,211,923

General Services Department Budget by Category
(Cultural Arts Center Enterprise Fund)*



* Based on 2013-14 Adopted Budget.

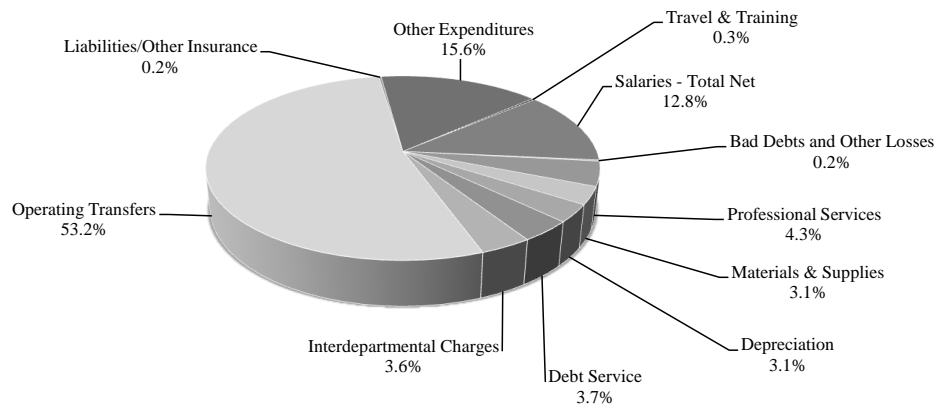
DEPARTMENT BUDGET (AIRPORT FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 873,877	\$ 868,812	\$ 872,377	\$ 923,873	\$ 820,373	\$ 901,773
Overtime	27,386	39,486	42,251	12,900	12,900	12,900
Salaries - Total	901,263	908,298	914,628	936,773	833,273	914,673
Salaries - Reimbursements	(44,284)	(44,073)	(44,450)	(44,636)	(44,636)	(45,093)
Salaries - Labor Charges	726,449	584,923	570,839	667,307	667,307	757,610
Salaries - Total Net	1,583,428	1,449,148	1,441,017	1,559,444	1,455,944	1,627,190
Supplies and Services	9,709,027	10,126,210	11,028,277	10,637,346	10,529,239	10,549,059
Capital Outlay	-	-	-	-	-	-
Airport Fund Total	\$ 11,292,455	\$ 11,575,358	\$ 12,469,294	\$ 12,196,790	\$ 11,985,183	\$ 12,176,249

DEPARTMENT BUDGET (AIRPORT FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 1,627,712	\$ 1,493,221	\$ 1,485,467	\$ 1,604,080	\$ 1,500,580	\$ 1,672,283
Salary & Benefit Reimbursements	(44,284)	(44,073)	(44,450)	(44,636)	(44,636)	(45,093)
Materials, Supplies and Maintenance	315,606	289,491	327,448	375,994	375,994	375,994
Professional Services/Contracts	344,538	393,814	372,077	522,351	522,351	522,351
Travel, Training & Membership Dues	8,774	8,063	14,408	32,107	32,107	32,107
Depreciation and Amortization	270,217	374,644	371,677	375,000	375,000	375,000
Liabilities & Other Insurance	21,274	28,152	14,056	28,169	28,169	28,169
Interdepartmental Charges	423,792	408,120	412,432	438,570	421,519	441,456
Debt Service	450,810	450,500	450,500	449,900	165,400	165,283
Loans Contra Expenditures	-	-	(66,000)	-	-	-
Capital Acquisitions	-	-	-	-	-	-
Bad Debts and Other Losses	7,526	9,581	2,393	25,000	25,000	25,000
Asset Contra Account	-	-	-	-	-	-
Other Expenditures	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	5,966,490	6,263,845	7,229,286	6,490,255	6,683,699	6,683,699
Airport Fund Total	\$ 11,292,455	\$ 11,575,358	\$ 12,469,294	\$ 12,196,790	\$ 11,985,183	\$ 12,176,249

General Services Department Budget by Category (Airport Enterprise Fund)*



* Based on 2013-14 Adopted Budget.

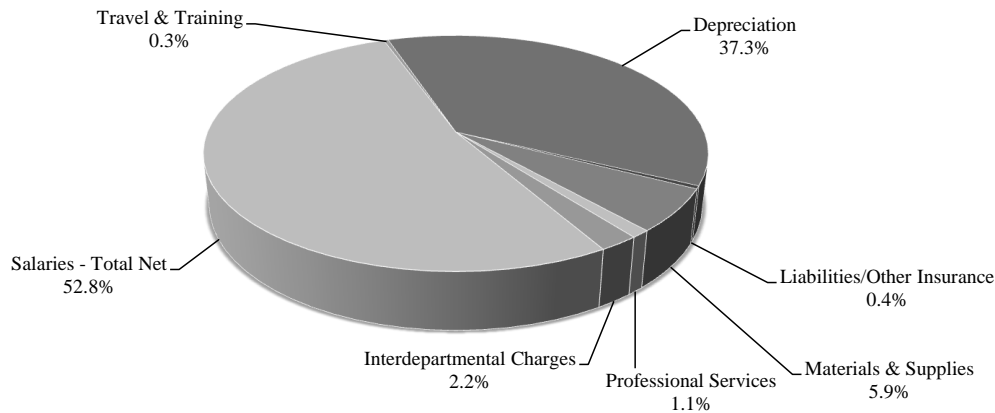
DEPARTMENT BUDGET (FLEET SERVICES FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 3,077,306	\$ 2,862,944	\$ 2,964,916	\$ 3,139,171	\$ 3,152,671	\$ 3,113,171
Overtime	52,889	86,132	70,073	31,500	31,500	28,400
Salaries - Total	3,130,195	2,949,076	3,034,989	3,170,671	3,184,171	3,141,571
Salaries - Reimbursements	(121,746)	(96,730)	(82,773)	(88,000)	(88,000)	(89,540)
Salaries - Labor Charges	32,443	31,819	30,305	30,804	30,804	122,473
Salaries - Total Net	3,040,892	2,884,165	2,982,521	3,113,475	3,126,975	3,174,504
Supplies and Services	1,376,499	1,634,948	(66,419)	507,525	655,003	655,024
Capital Outlay	1,128,275	787,988	2,334,091	2,273,756	2,128,660	2,128,660
Fleet Services Fund Total	\$ 5,545,666	\$ 5,307,101	\$ 5,250,193	\$ 5,894,756	\$ 5,910,638	\$ 5,958,188

DEPARTMENT BUDGET (FLEET SERVICES FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 3,162,638	\$ 2,980,895	\$ 3,065,294	\$ 3,201,475	\$ 3,214,975	\$ 3,264,044
Salary & Benefit Reimbursements	(121,746)	(96,730)	(82,773)	(88,000)	(88,000)	(89,540)
Materials, Supplies and Maintenance	402,989	680,425	282,632	346,119	346,119	346,119
Parts and Fuel Inventory	2,631,320	2,787,149	2,942,757	2,770,000	2,770,000	2,770,000
Inventory Contra Account	(2,631,320)	(2,787,149)	(2,942,757)	(2,770,000)	(2,770,000)	(2,770,000)
Professional Services/Contracts	54,202	48,013	53,153	62,016	62,016	62,016
Travel, Training & Membership Dues	5,961	9,061	6,685	20,300	20,300	20,300
Depreciation and Amortization	1,901,711	1,543,732	1,757,988	2,200,000	2,200,000	2,200,000
Liabilities & Other Insurance	7,555	7,555	7,555	23,943	23,943	23,943
Interdepartmental Charges	113,520	114,497	110,529	110,920	113,302	113,302
Debt Service			2,828	-	-	-
Capital Acquisitions	1,128,275	787,988	2,334,091	2,273,756	2,128,660	2,128,660
Bad Debts and Other Losses			4,432	-	-	-
Fixed Assets Contra Expenditures	(1,128,275)	(787,988)	(2,307,430)	(2,273,756)	(2,128,660)	(2,128,660)
Reimbursements from Other Funds	(9,742)	(100)	(2,869)	-	-	-
Operating Transfers Out	28,578	19,753	18,078	17,983	17,983	18,004
Fleet Services Fund Total	\$ 5,545,666	\$ 5,307,101	\$ 5,250,193	\$ 5,894,756	\$ 5,910,638	\$ 5,958,188

General Services Department Budget by Category (Fleet Services Fund)*



* Based on 2013-14 Adopted Budget.

**GENERAL SERVICES
DEPARTMENT PERSONNEL SUMMARY**

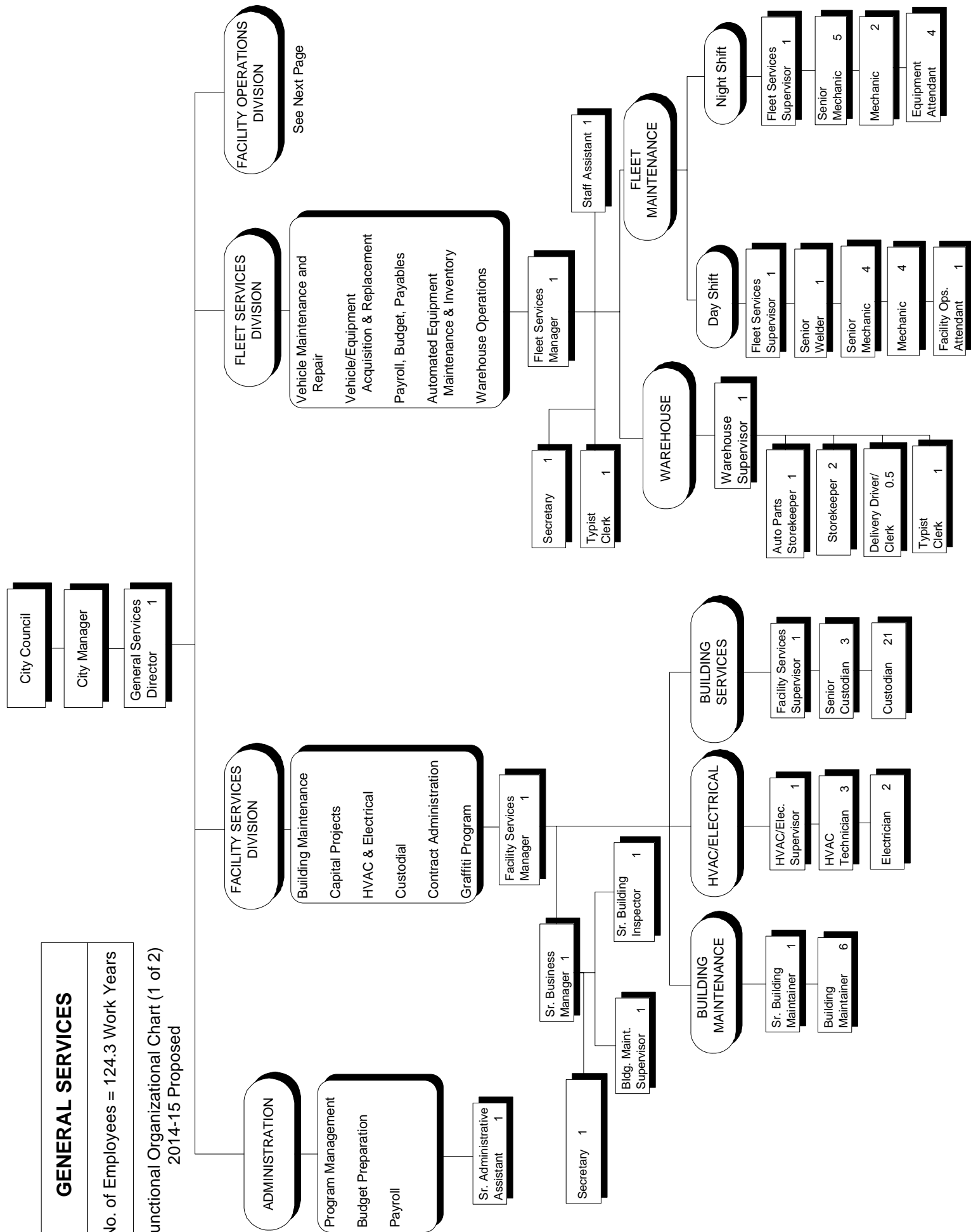
Position Title	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
General Services Director	1.0	1.0	1.0	1.0	1.0	1.0
Building Maintenance Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Facilities Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Facilities Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Air Conditioning/Heating/Electrical Supv.	-	-	-	1.0	1.0	1.0
Air Conditioning/Heating Supervisor	1.0	1.0	1.0	-	-	-
Senior Building Maintainer	1.0	1.0	1.0	1.0	1.0	1.0
Senior Business Manager	-	-	-	-	-	1.0
Business Manager	1.0	1.0	1.0	1.0	1.0	-
Senior Building Inspector	1.0	1.0	1.0	1.0	1.0	1.0
Building Maintainer	6.0	6.0	6.0	6.0	6.0	6.0
Electrician	2.0	2.0	2.0	2.0	2.0	2.0
Air Conditioning/Heating Technician	3.0	3.0	3.0	3.0	3.0	3.0
Central Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Central Services Coordinator	1.0	2.0	2.0	2.0	2.0	2.0
Duplicating Equipment Operator	1.0	1.0	1.0	1.0	1.0	1.0
Reprographic Equipment Operator	2.0	2.0	2.0	2.0	2.0	2.0
Graphics Designer	2.0	2.0	2.0	2.0	2.0	2.0
Delivery Driver/Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Senior Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Typist Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Senior Custodian	3.0	3.0	3.0	3.0	3.0	3.0
Custodian	20.0	21.0	21.0	21.0	21.0	21.0
Total General Fund	53.0	55.0	55.0	55.0	55.0	55.0
Cultural Arts Enterprise Fund						
Senior Business Manager	-	-	-	-	-	1.0
Business Manager	1.0	1.0	1.0	1.0	1.0	-
Box Office Manager	1.0	1.0	1.0	1.0	1.0	1.0
Facility Operations Chief	1.5	1.5	1.5	1.5	1.5	1.5
Bookkeeper	1.5	1.0	1.0	1.0	1.0	1.0
Senior Recreation Leader	1.1	1.1	1.1	1.1	1.1	1.1
Recreation Leader	1.0	1.0	1.0	1.0	1.0	1.0
Theater Technician Coordinator	1.2	1.2	1.2	1.2	1.2	1.2
Recreation Specialist	1.6	1.6	1.6	1.6	1.6	1.6
Stage Manager	1.1	1.1	1.1	1.1	1.1	1.1
Customer Service Representative	2.0	1.5	1.5	1.5	1.5	1.5
Booking Manager	2.0	2.0	2.0	2.0	2.0	2.0
Assistant Booking Manager	2.0	2.0	2.0	2.0	2.0	2.0
Theater Technical Director	1.0	1.0	1.0	1.0	1.0	1.0
Sr. Facilities Operations Attendant	4.0	4.0	4.0	4.0	4.0	4.0
Facilities Operations Attendant	5.0	5.0	5.0	5.0	5.0	5.0
Theatre Technician	1.3	1.3	1.3	1.3	1.3	1.3
Total Cultural Arts Enterprise Fund	28.3	27.3	27.3	27.3	27.3	27.3
Airport Fund:						
Facility Operations Manager	1.0	1.0	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0	1.0	1.0
Senior Account Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Customer Service Representative	0.5	0.5	0.5	0.5	0.5	0.5
Lead Airport Worker	-	-	-	-	-	1.0
Airport Worker	4.0	4.0	4.0	4.0	4.0	4.0
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Total Airport Enterprise Fund	8.5	8.5	8.5	8.5	8.5	9.5

	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Fleet Services Fund:						
Fleet Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Fleet Services Supervisor	2.0	2.0	2.0	2.0	2.0	2.0
Warehouse Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Staff Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Senior Welder	2.0	2.0	2.0	1.0	1.0	1.0
Senior Mechanic	8.0	8.0	8.0	9.0	9.0	9.0
Mechanic	7.0	6.0	6.0	6.0	6.0	6.0
Equipment Attendant	4.0	4.0	4.0	4.0	4.0	4.0
Auto Parts Storekeeper	1.0	1.0	1.0	1.0	1.0	1.0
Storekeeper	2.0	2.0	2.0	2.0	2.0	2.0
Delivery Driver/Clerk	0.5	0.5	0.5	0.5	0.5	0.5
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Typist Clerk	2.5	2.0	2.0	2.0	2.0	2.0
Facility Operations Attendant	1.0	1.0	1.0	1.0	1.0	1.0
Total Fleet Services Fund	34.0	32.5	32.5	32.5	32.5	32.5
Department Total	123.8	123.3	123.3	123.3	123.3	124.3

GENERAL SERVICES
No. of Employees = 124.3 Work Years

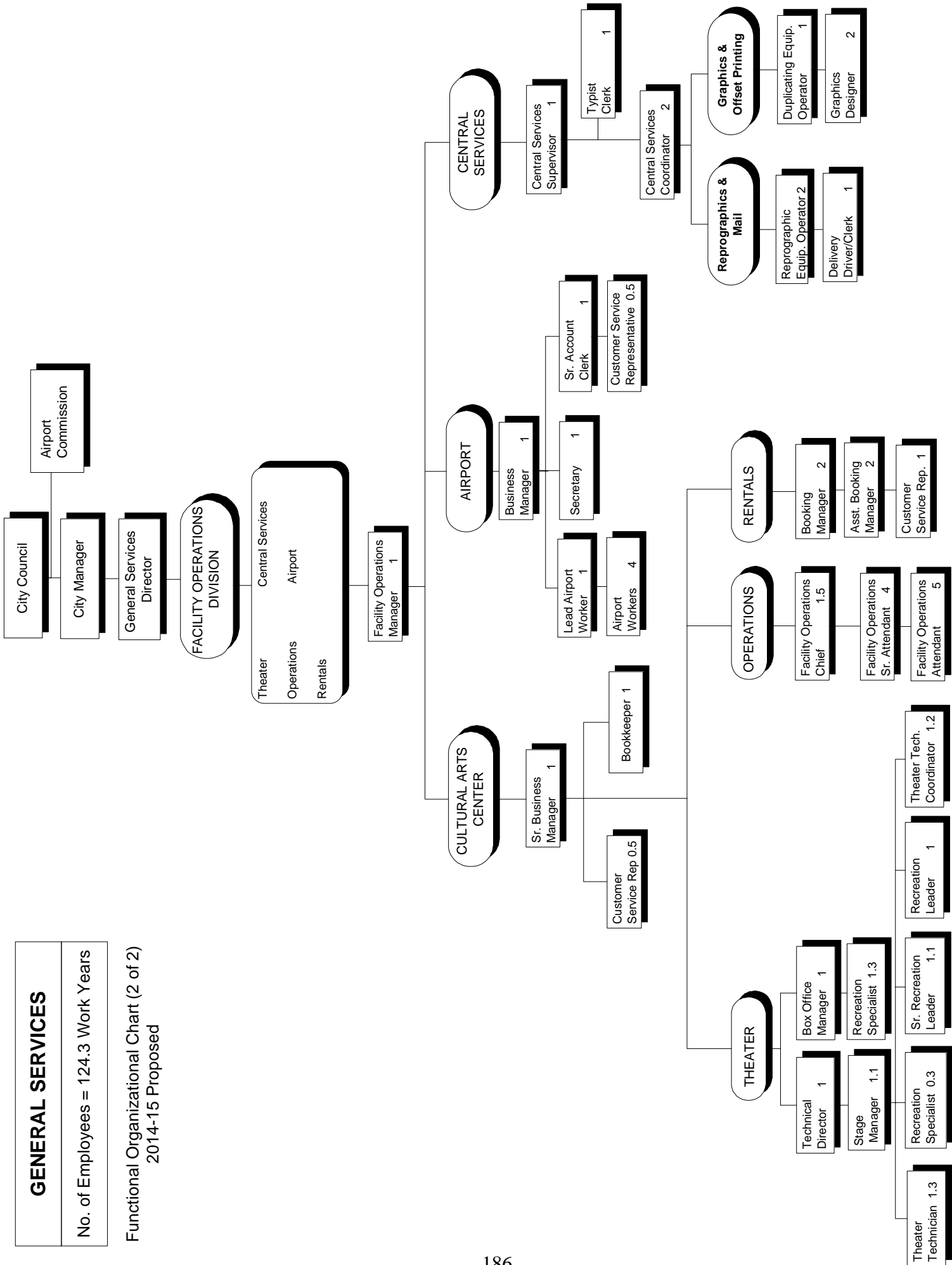
GENERAL SERVICES
No. of Employees = 124.3 Work Years

GENERAL SERVICES
No. of Employees = 124.3 Work Years



GENERAL SERVICES	
No. of Employees =	124.3 Work Years

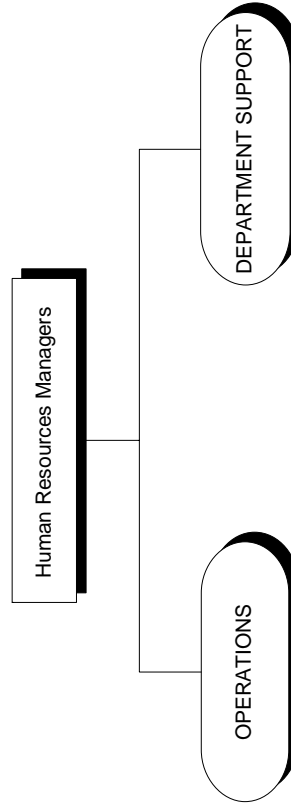
Functional Organizational Chart (2 of 2)
2014-15 Proposed



HUMAN RESOURCES

Mission Statement: To promote organizational effectiveness by providing quality human resource services and programs to line departments, employees and business community.

DEPARTMENT ORGANIZATION



Human Resources

MISSION STATEMENT

The Human Resources Department promotes organizational effectiveness by providing quality human resource services and programs to line departments, employees, the public and business community.

FUNCTIONAL RESPONSIBILITIES

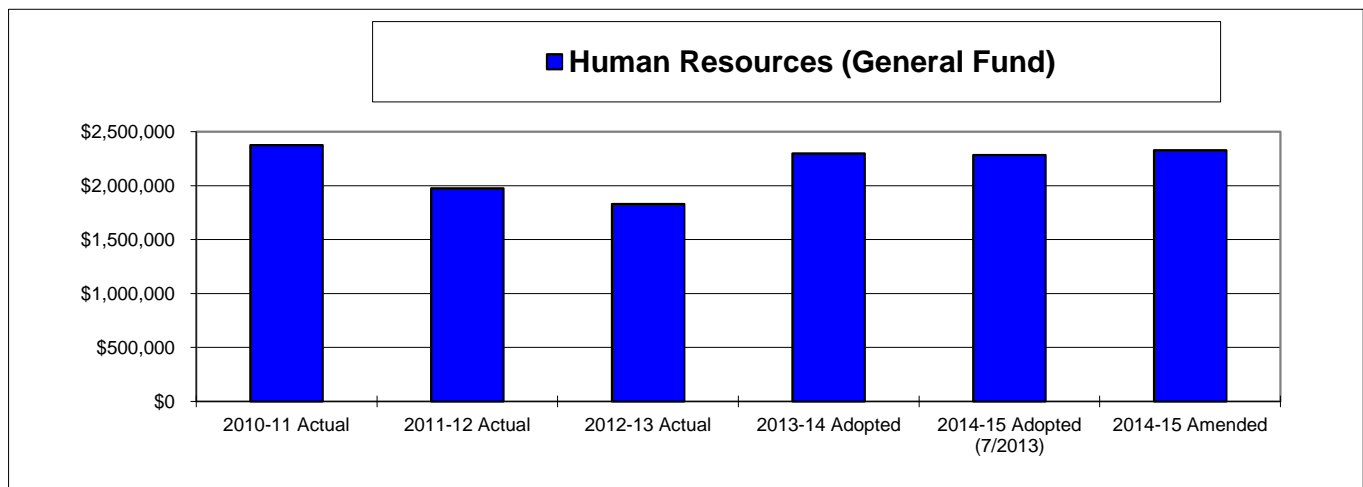
The Department manages a comprehensive human resources program that provides support to the employee workforce and the City's line departments. Program highlights include recruitment and selection, classification and compensation, benefit administration and organizational development.

Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
General Fund:						
Benefits	\$ 327,616	\$ 291,332	\$ 402,286	\$ 448,167	\$ 450,088	\$ 447,332
Mandatory Training (was Workforce Development)	174,349	170,416	96,656	154,779	155,100	152,699
Classification Studies	157,924	136,981	-	-	-	-
Program Compliance	736,218	615,182	423,038	507,450	509,253	539,055
Health and Safety	217,223	-	*	*	*	*
Worker's Compensation	-	-	*	*	*	*
Liability	-	-	*	*	*	*
Insurance Administration	117,810	-	*	*	*	*
Recruitment & Testing (was Exam Planning & Testing)	436,125	468,586	461,361	643,766	621,213	626,954
Employee Relations (was Performance Management)	208,023	198,853	307,249	381,275	383,327	395,701
Classification & Compensation	-	-	140,228	164,106	165,027	166,681
Home Improvement Employment Program	-	95,545	**	**	**	**
General Fund Total	\$ 2,375,288	\$ 1,976,895	\$ 1,830,818	\$ 2,299,543	\$ 2,284,008	\$ 2,328,422
General Fund Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

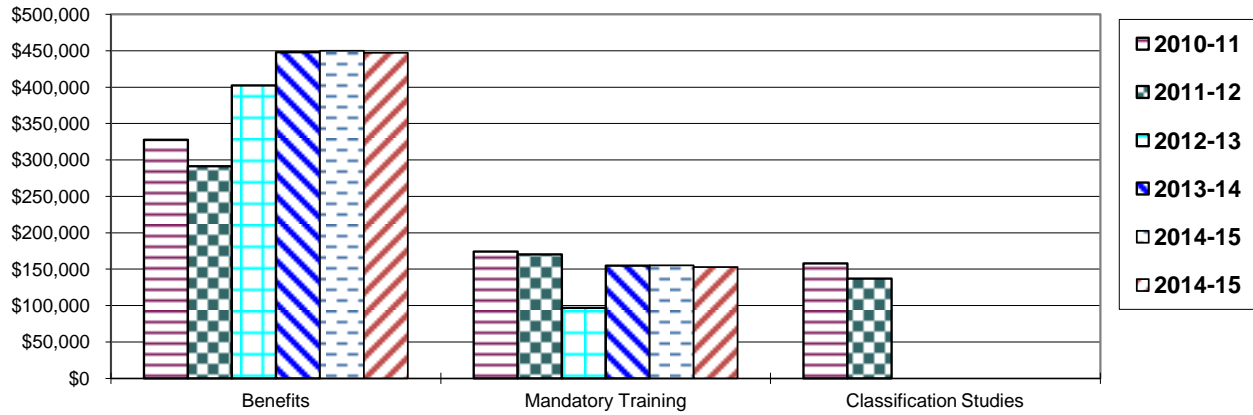
* Health & Safety, Worker's Comp., Liability, Insurance Admin. programs transferred to Finance in 2011-12.

** Home Improvement Employment Program transferred to Community Services in 2012-13.

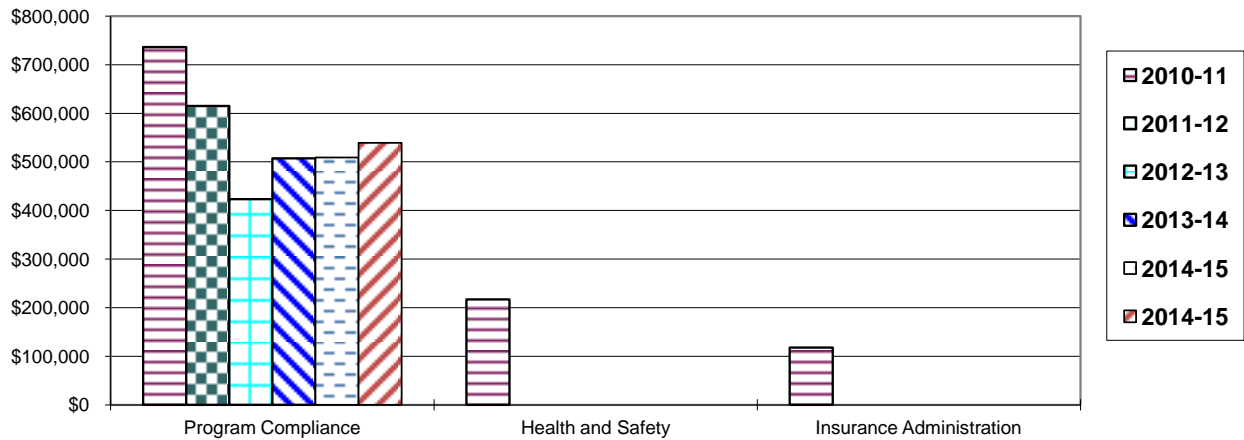
EXPENDITURES



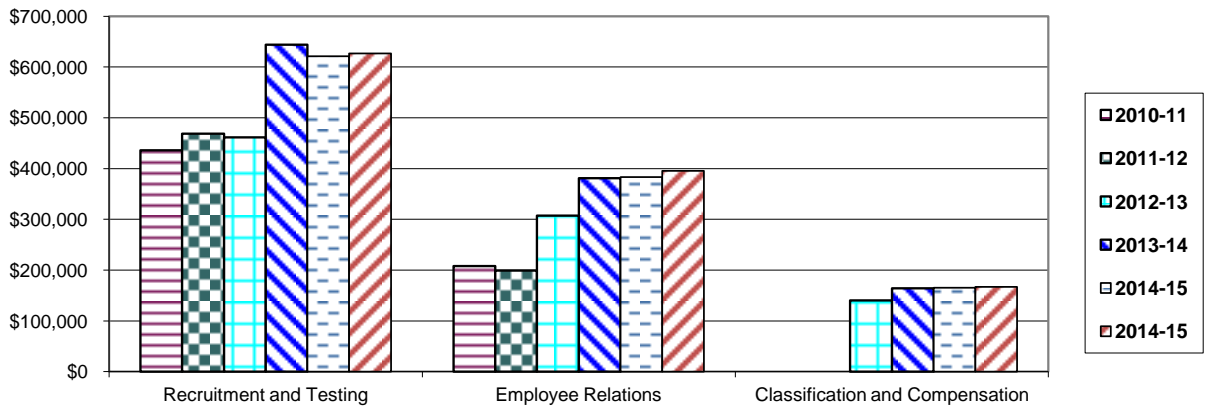
Human Resources (General Fund)



Human Resources (General Fund - continued)



Human Resources (General Fund - continued)

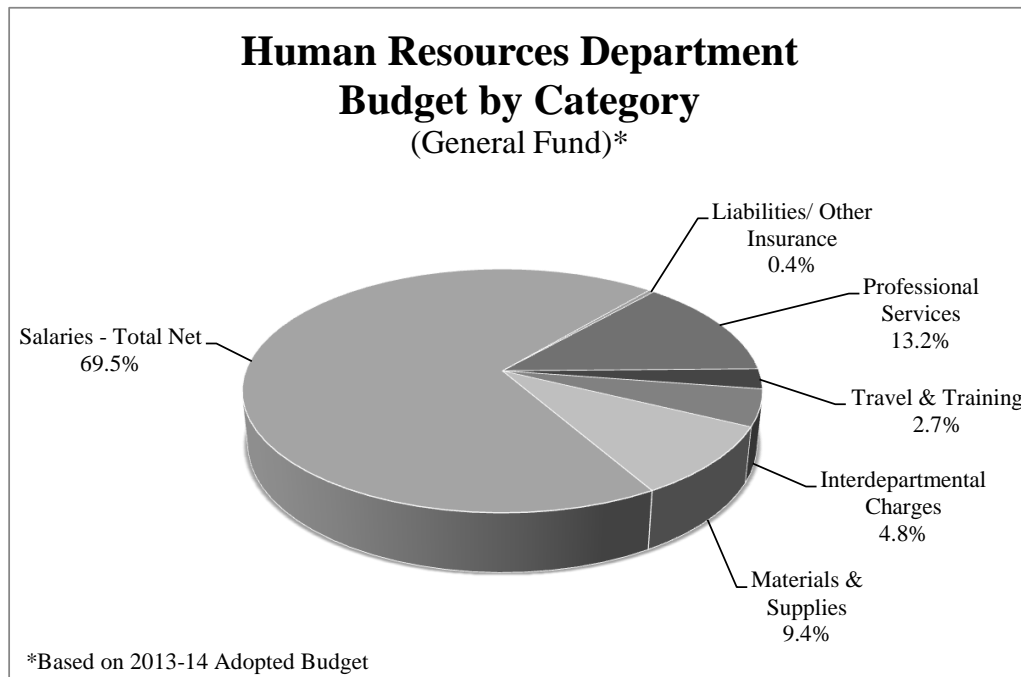


DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 2,800,400	\$ 1,588,253	\$ 1,356,060	\$ 1,657,025	\$ 1,664,725	\$ 1,678,325
Overtime	4,267	3,062	3,344	4,500	4,500	4,600
Salaries - Total	2,804,667	1,591,315	1,359,404	1,661,525	1,669,225	1,682,925
Salaries - Reimbursements	(1,011,174)	(171,936)	(63,686)	(64,005)	(64,005)	(64,005)
Salaries - Labor Charges	55,950	-	-	-	-	-
Salaries - Total Net	1,849,443	1,419,379	1,295,718	1,597,520	1,605,220	1,618,920
Supplies and Services	525,845	557,516	535,100	702,023	678,788	709,502
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 2,375,288	\$ 1,976,895	\$ 1,830,818	\$ 2,299,543	\$ 2,284,008	\$ 2,328,422

DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 2,860,616	\$ 1,591,315	\$ 1,359,404	\$ 1,661,525	\$ 1,669,225	\$ 1,682,925
Salary & Benefit Reimbursements	(1,011,173)	(171,936)	(63,686)	(64,005)	(64,005)	(64,005)
Materials, Supplies and Maintenance	244,248	244,681	206,593	238,099	238,099	238,560
Professional Services/Contracts	150,324	175,541	197,672	303,481	278,481	308,020
Travel, Training & Membership Dues	49,064	39,070	35,690	61,201	61,201	61,201
Liabilities & Other Insurance	6,396	14,396	3,917	9,036	9,036	9,036
Insurance Claims	-	-	-	-	-	-
Interdepartmental Charges	138,240	114,470	95,137	95,697	97,462	97,462
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	(88,522)	(44,899)	(19,230)	(21,300)	(21,300)	(21,300)
Operating Transfer Out	26,095	14,257	15,321	15,809	15,809	16,523
General Fund Total	\$ 2,375,288	\$ 1,976,895	\$ 1,830,818	\$ 2,299,543	\$ 2,284,008	\$ 2,328,422

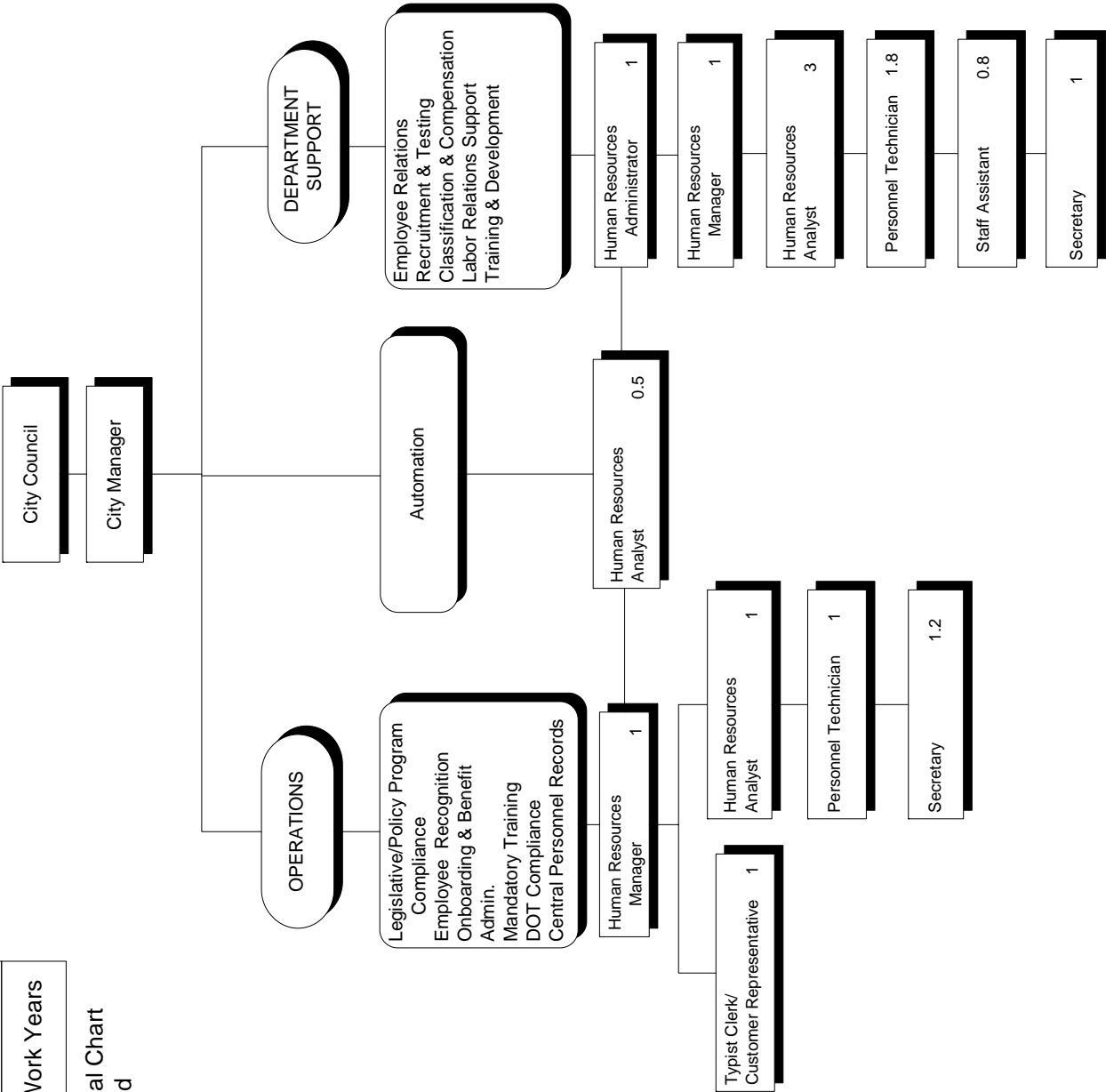


**HUMAN RESOURCES
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Human Resources Director	1.0	1.0	-	-	-	-
Human Resources Administrator	-	-	-	1.0	1.0	1.0
Human Resources Manager	2.0	2.0	2.0	2.0	2.0	2.0
Risk Manager	1.0	1.0	-	-	-	-
Workers' Compensation Manager	-	1.0	-	-	-	-
Workers' Compensation Administrator	1.0	-	-	-	-	-
Human Resources Analyst	4.5	4.5	4.5	4.5	4.5	4.5
Workers' Compensation Claims Examiner	2.0	2.0	-	-	-	-
Claims Technician	3.0	3.0	-	-	-	-
Intern	1.0	1.0	-	-	-	-
Home Improvement Program Supervisor	1.0	1.0	-	-	-	-
Home Improvement Program Coordinator	1.0	1.0	-	-	-	-
Staff Assistant	-	-	-	0.8	0.8	0.8
Personnel Technician	2.0	2.0	2.0	2.8	2.8	2.8
Secretary	3.0	3.0	2.5	2.2	2.2	2.2
Typist Clerk	2.0	2.0	1.0	1.0	1.0	1.0
Total General Fund	24.5	24.5	12.0	14.3	14.3	14.3
Department Total	24.5	24.5	12.0	14.3	14.3	14.3

HUMAN RESOURCES	
No. of Employees = 14.3 Work Years	

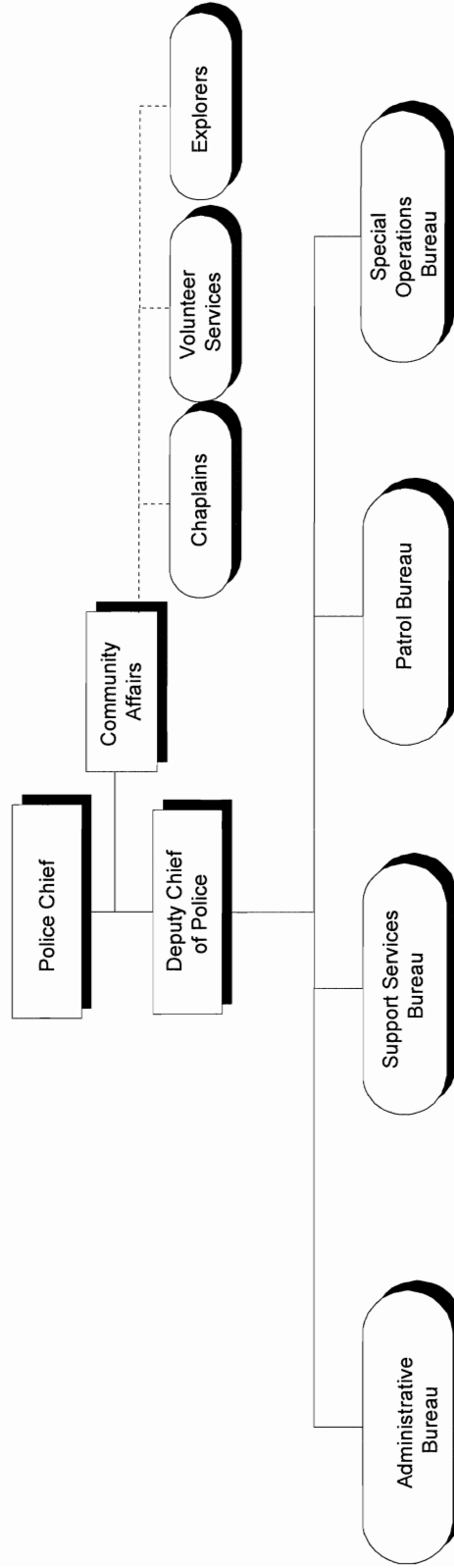
Functional Organizational Chart
2014-15 Proposed



POLICE

Mission Statement: To focus resources to serve the community with an emphasis on crime and its effects;
To address the very real issues associated with the fear of crime through application of a problem solving approach;
To proactively address the social and physical disorders that create the opportunity for crime, and
To be sensitive to community needs and issues that affect the quality of life.

DEPARTMENT ORGANIZATION



Police

MISSION STATEMENT

With a commitment to full service community policing, the Mission of the Torrance Police Department is to:

- * Focus resources to serve the community with an emphasis on crime and its effects;
- * Address the very real issues associated with the fear of crime through the application of a problem solving approach;
- * Proactively address the social and physical disorders that create the opportunity for crime; and
- * Be sensitive to community needs and issues that affect the quality of life.

FUNCTIONAL RESPONSIBILITIES

The function of the Police Department is to enforce the penal provisions of the City Charter, City ordinances, and State, and Federal laws for the purpose of protecting persons and property and the preservation of peace within the community.

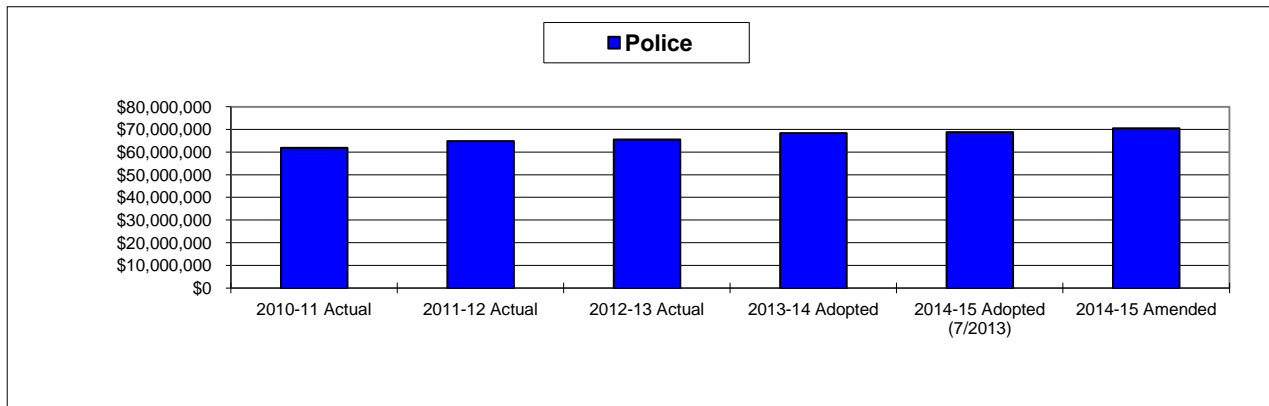
To these ends, the Department engages in patrol, crime prevention, investigation of crimes, apprehension of criminals, gathering of evidence, custody of prisoners, rehabilitation of offenders, regulation of traffic, investigation of traffic collisions, custody of property, coordination of all major disaster plans, and all such training and support necessary for these activities.

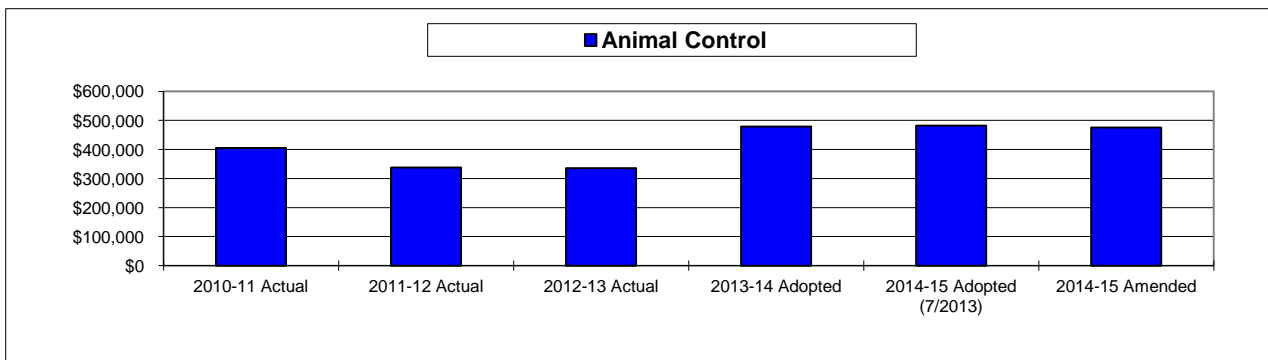
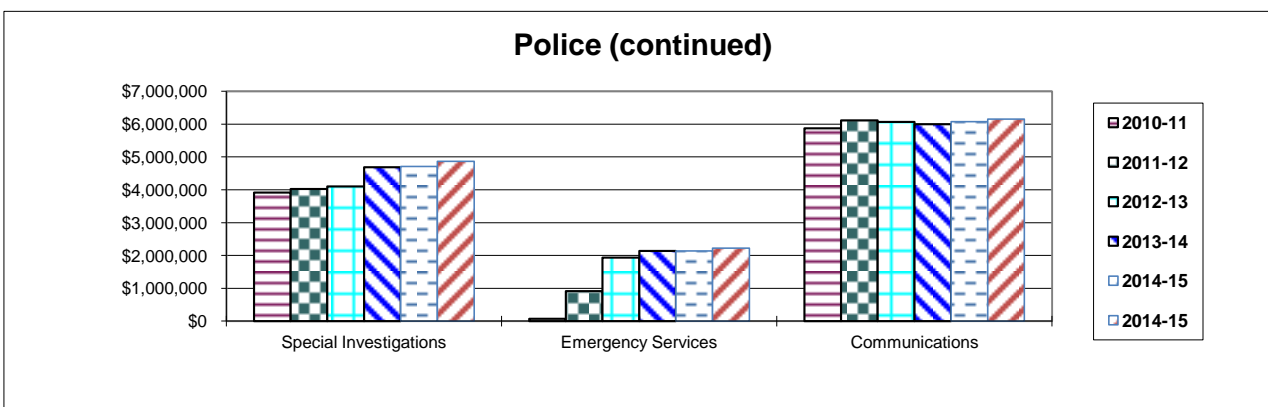
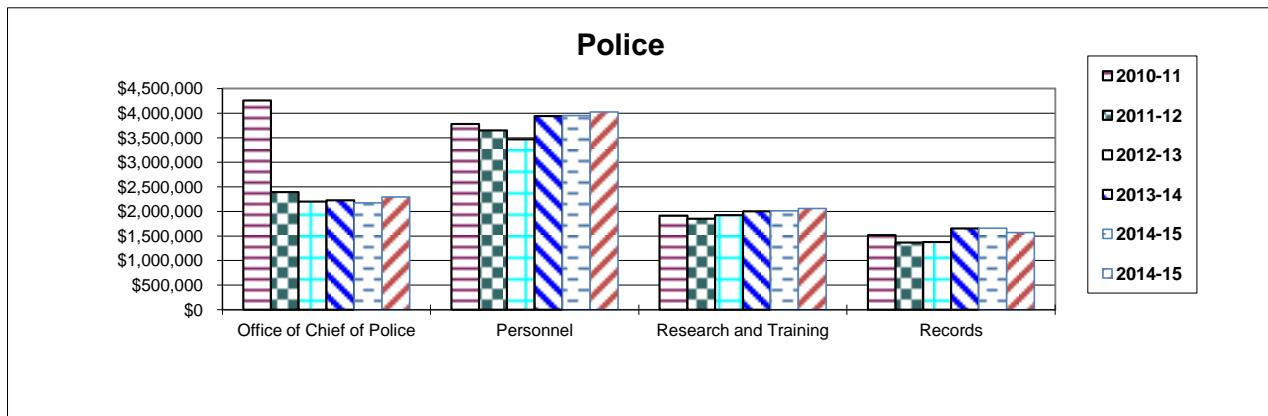
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Office of Chief of Police	\$ 4,258,321	\$ 2,390,914	\$ 2,198,991	\$ 2,226,900	\$ 2,174,700	\$ 2,293,500
Personnel	3,778,843	3,647,292	3,466,055	3,942,069	3,948,769	4,022,269
Research and Training	1,913,075	1,853,954	1,923,484	2,004,502	2,010,902	2,058,502
Records	1,517,411	1,369,042	1,377,025	1,652,400	1,659,800	1,570,800
Technical Services	6,064,615	6,048,507	6,494,915	6,262,371	6,316,393	6,334,515
Patrol	21,953,961	24,196,195	23,707,884	23,071,650	23,394,350	24,213,903
Traffic and Special Events	4,679,868	5,149,256	5,169,479	6,220,700	6,248,100	6,305,500
Detectives	7,907,807	9,081,669	9,040,809	10,142,261	10,185,361	10,487,761
Special Investigations	3,917,061	4,024,626	4,103,951	4,687,800	4,709,500	4,867,000
Community Affairs (was Emerg. Svcs.)	68,205	912,631	1,932,256	2,137,214	2,139,414	2,224,914
Communications	5,875,937	6,117,926	6,071,583	5,998,116	6,073,281	6,157,692
General Fund Total	\$ 61,935,107	\$ 64,792,012	\$ 65,486,432	\$ 68,345,983	\$ 68,860,570	\$ 70,536,356
General Fund Revenues	\$ 671,087	\$ 791,522	\$ 674,714	\$ 975,162	\$ 988,296	\$ 988,296
Animal Control Fund						
Animal Control	\$ 405,402	\$ 337,544	\$ 335,354	\$ 479,240	\$ 481,886	\$ 475,833
Animal Control Revenues	\$ 406,451	\$ 322,668	\$ 314,227	\$ 477,540	\$ 481,686	\$ 475,833
Asset Forfeiture Fund*	\$ -	\$ -	\$ -	\$ 256,500	\$ 257,900	\$ 271,000

* Asset Forfeiture funds are used to fund an L.A. Impact Police Officer position.

EXPENDITURES



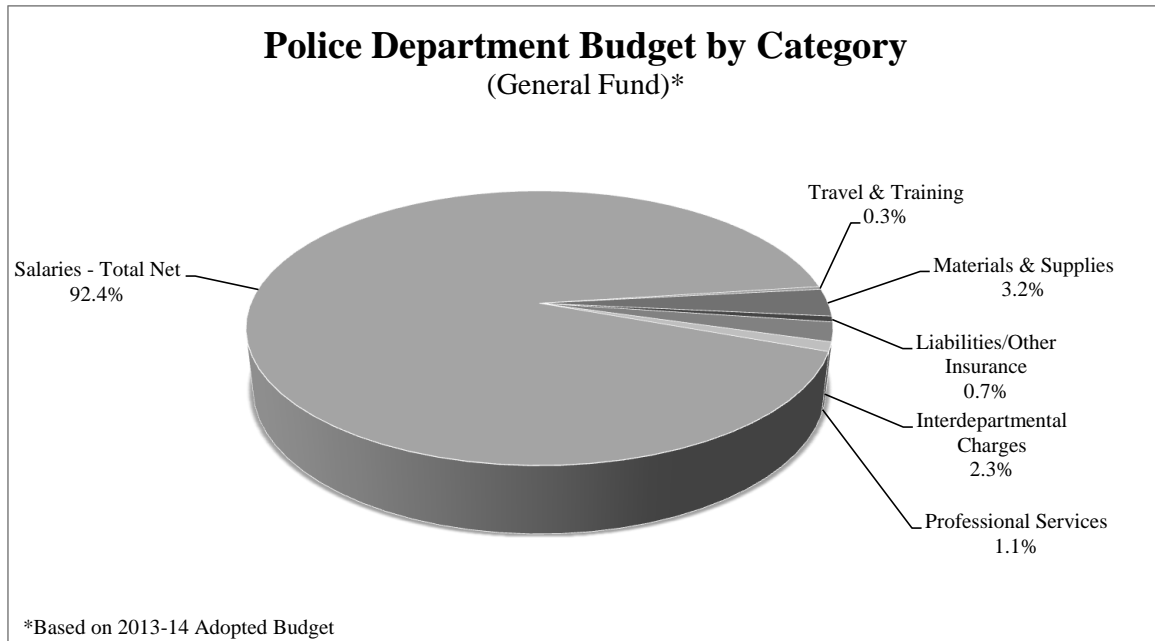


DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 53,006,894	\$ 55,435,082	\$ 54,753,919	\$ 61,437,709	\$ 61,902,209	\$ 63,469,109
Overtime	4,087,702	4,263,922	5,784,859	2,127,200	2,131,800	2,191,400
Salaries - Total	57,094,596	59,699,004	60,538,778	63,564,909	64,034,009	65,660,509
Salaries - Reimbursements	(308,502)	(219,435)	(314,022)	(452,900)	(452,900)	(423,247)
Salaries - Labor Charges	184,104	32,366	32,799	31,780	31,780	33,917
Salaries - Total Net	56,970,198	59,511,935	60,257,555	63,143,789	63,612,889	65,271,179
Supplies and Services	4,964,910	5,280,077	5,228,877	5,202,194	5,247,681	5,265,177
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 61,935,107	\$ 64,792,012	\$ 65,486,432	\$ 68,345,983	\$ 68,860,570	\$ 70,536,356

DEPARTMENT BUDGET

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 57,278,700	\$ 59,731,370	\$ 60,571,577	\$ 63,596,689	\$ 64,065,789	\$ 65,694,426
Salary & Benefit Reimbursements	(308,502)	(219,435)	(314,022)	(452,900)	(452,900)	(423,247)
Materials, Supplies and Maintenance	2,033,553	2,214,794	2,324,762	2,269,474	2,269,474	2,285,378
Professional Services/Contracts	931,639	863,263	898,182	743,498	743,498	746,998
Travel, Training & Membership Dues	161,810	185,066	190,843	228,962	228,962	218,962
Liabilities & Other Insurance	495,241	580,860	290,801	462,560	462,560	462,560
Interdepartmental Charges	1,193,476	1,285,237	1,329,662	1,353,956	1,399,443	1,403,999
Capital Acquisitions	-	10,163	-	-	-	-
Reimbursements from Other Funds	(6,932)	(14,000)	(3,394)	(54,466)	(54,466)	(54,466)
Operating Transfers Out	156,122	154,694	198,021	198,210	198,210	201,746
General Fund Total	\$ 61,935,107	\$ 64,792,012	\$ 65,486,432	\$ 68,345,983	\$ 68,860,570	\$ 70,536,356



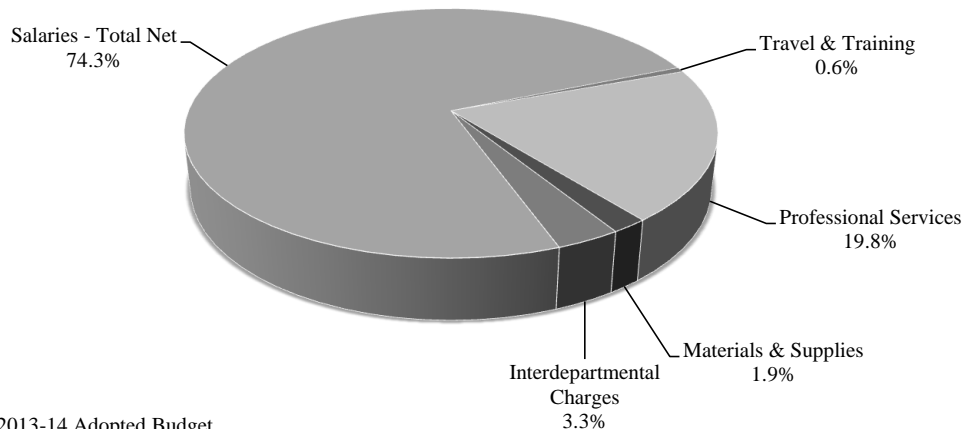
DEPARTMENT BUDGET (ANIMAL CONTROL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 298,806	\$ 238,111	\$ 242,724	\$ 327,900	\$ 329,400	\$ 315,000
Overtime	8,669	12,361	13,287	28,300	28,300	26,800
Salaries - Total	307,475	250,472	256,011	356,200	357,700	341,800
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	-	-	-	-	-	9,847
Salaries - Total Net	307,475	250,472	256,011	356,200	357,700	351,647
Supplies and Services	97,927	87,072	79,343	123,040	124,186	124,186
Capital Outlay	-	-	-	-	-	-
Animal Control Fund Total	\$ 405,402	\$ 337,544	\$ 335,354	\$ 479,240	\$ 481,886	\$ 475,833

DEPARTMENT BUDGET

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 307,475	\$ 250,472	\$ 256,011	\$ 356,200	\$ 357,700	\$ 351,647
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	6,000	2,416	3,938	9,000	9,000	9,000
Professional Services/Contracts	72,461	66,982	58,395	95,000	95,000	95,000
Travel, Training & Membership Dues	6,000	2,307	1,110	3,000	3,000	3,000
Liabilities & Other Insurance	-	-	-	-	-	-
Interdepartmental Charges	13,466	15,367	15,900	16,040	17,186	17,186
Capital Acquisitions	-	-	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-	-
Animal Control Fund Total	\$ 405,402	\$ 337,544	\$ 335,354	\$ 479,240	\$ 481,886	\$ 475,833

Police Department Budget by Category
(Animal Control Fund)*



*Based on 2013-14 Adopted Budget

POLICE
DEPARTMENT PERSONNEL SUMMARY -

General Fund Position Title	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Police Chief*	1.0	1.0	1.0	1.0	1.0	1.0
Police Captain*	5.0	4.0	4.0	4.0	4.0	4.0
Police Lieutenant*	14.0	14.0	14.0	14.0	14.0	14.0
Police Sergeant*	33.0	33.0	33.0	33.0	33.0	33.0
Police Officer*	171.0	171.0	172.5	173.5	174.5	174.5
Police Records Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Police Services Officer	29.0	29.0	29.0	29.0	29.0	29.0
Forensic Identification Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Sr. Forensic Identification Specialist	2.0	2.0	2.0	2.0	2.0	2.0
Forensic Identification Specialist	4.0	4.0	4.0	4.0	4.0	4.0
Juvenile Diversion Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Juvenile Diversion Caseworker	1.0	1.0	1.0	1.0	1.0	1.0
Systems Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Information Technology Analyst	2.0	2.0	2.0	2.0	2.0	2.0
Senior Business Manager	-	-	-	-	-	1.0
Business Manager	1.0	1.0	1.0	1.0	1.0	-
Staff Assistant	3.8	3.8	3.8	3.8	3.8	3.8
Emergency Services Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	2.0	2.0	2.0	2.0	2.0	2.0
Info Tech Specialist	2.0	2.0	2.0	2.0	2.0	2.0
Secretary	11.0	11.0	11.0	11.0	11.0	11.0
Police Operations Supervisor	1.0	3.0	3.0	3.0	3.0	3.0
Police Records Supervisor	2.0	-	-	-	-	-
Public Safety Communications Supervisor	2.0	2.0	2.0	2.0	2.0	2.0
Public Safety Dispatcher	24.0	23.0	23.0	23.0	23.0	23.0
Police Records Technician	17.0	17.0	17.0	17.0	17.0	17.0
Crossing Guard	13.0	13.0	13.0	13.0	13.0	13.0
General Fund Total	345.8	343.8	345.3	346.3	347.3	347.3
<u>Animal Control Fund</u>						
Animal Control Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Animal Control Officer	3.0	3.0	3.0	3.0	3.0	3.0
Total Animal Control Fund	4.0	4.0	4.0	4.0	4.0	4.0
<u>Asset Forfeiture Fund</u>						
Police Officer*	-	-	-	1.0	1.0	1.0
Grand Total	349.8	347.8	349.3	351.3	352.3	352.3
Sworn Personnel*	224.0	223.0	224.5	226.5	227.5	227.5
Non-Sworn Personnel	125.8	124.8	124.8	124.8	124.8	124.8
	349.8	347.8	349.3	351.3	352.3	352.3

POLICE

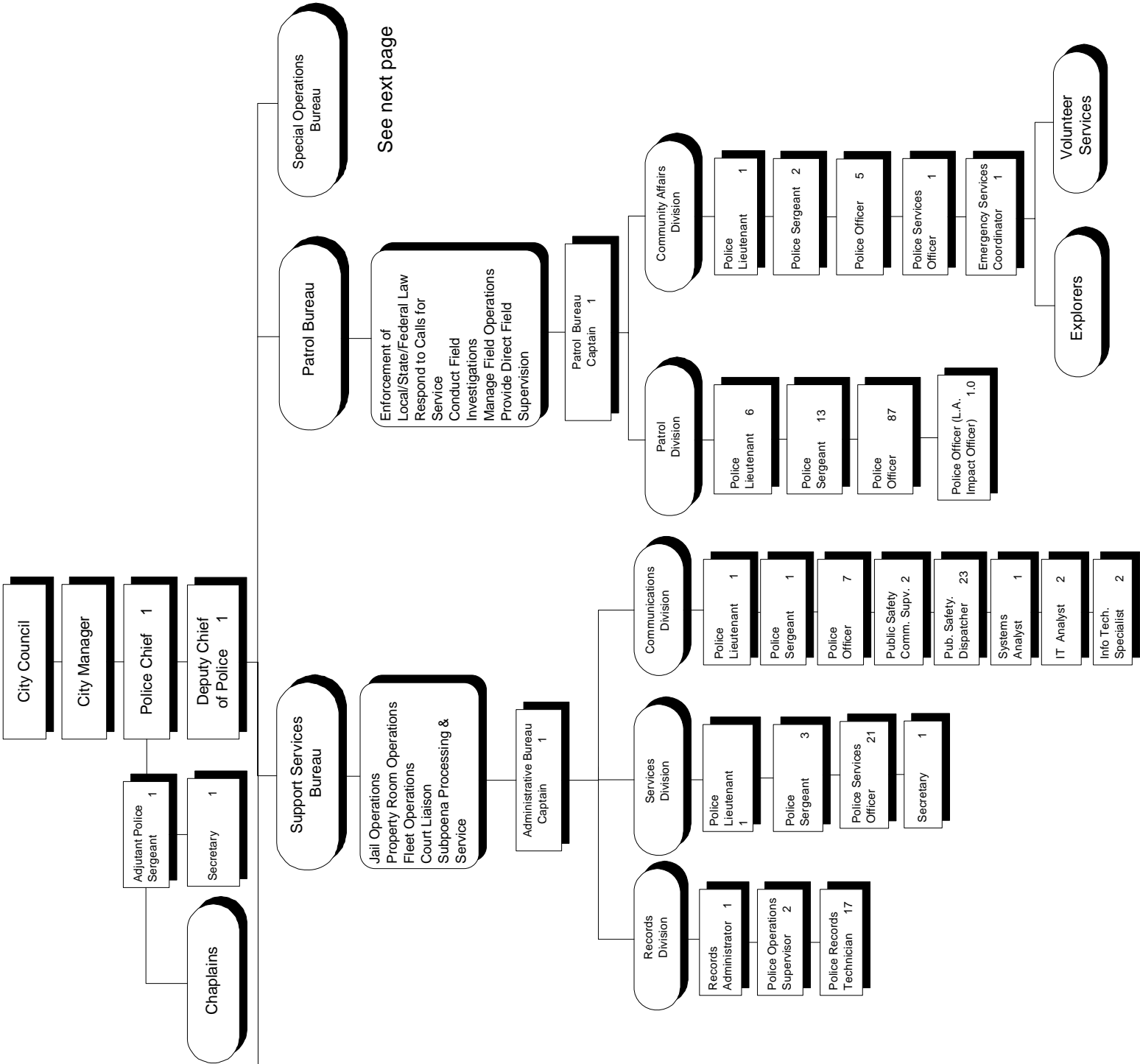
No. of Employees = 352.3 Work Years

Functional Organizational Chart (1 of 2)

2014-15 Proposed

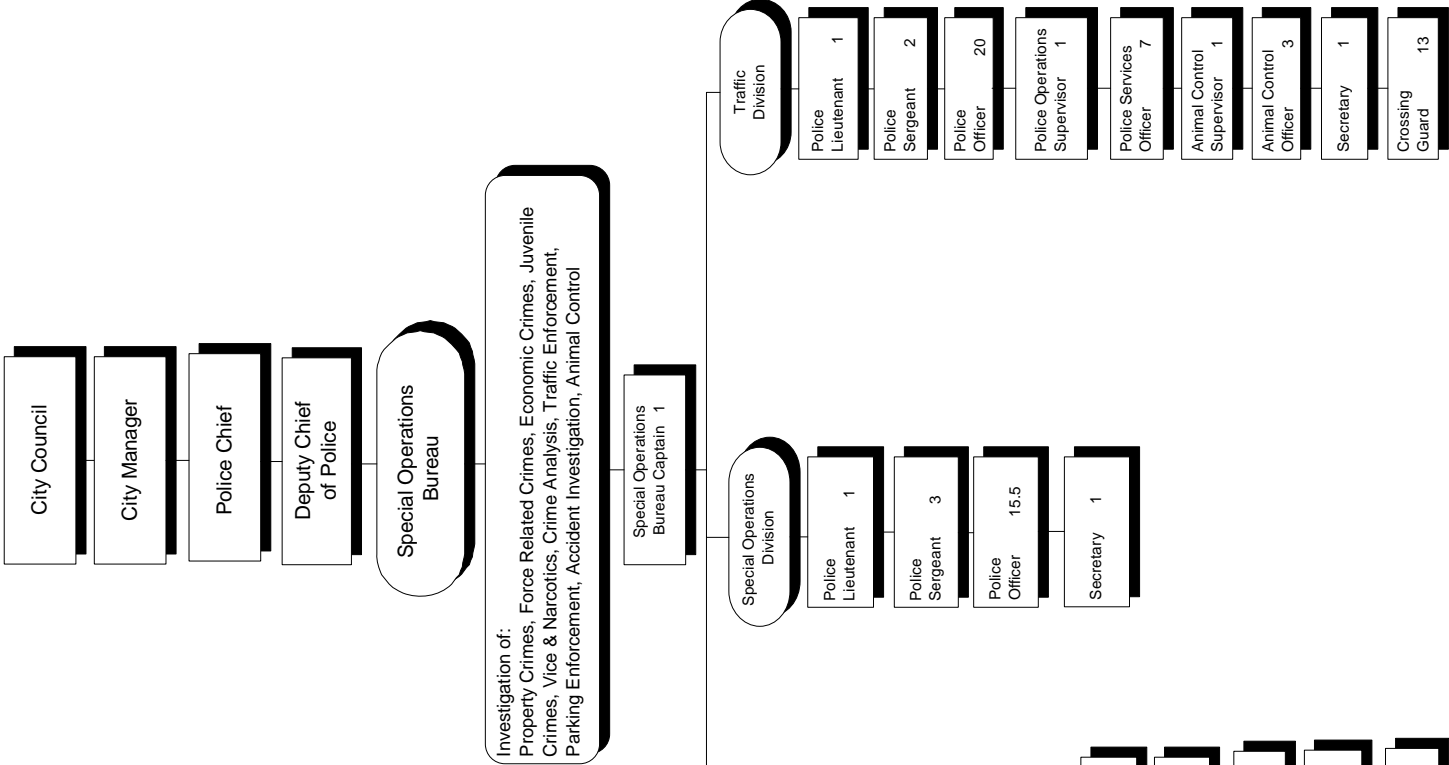
Sworn: 227.5 Employees

Non-sworn: 124.8 Employees



POLICE	
No. of Employees = 352.3 Work Years	

Functional Organization Chart (2 of 2)
2014-15 Proposed
Sworn: 227.5 Employees
Non-sworn: 124.8 Employees

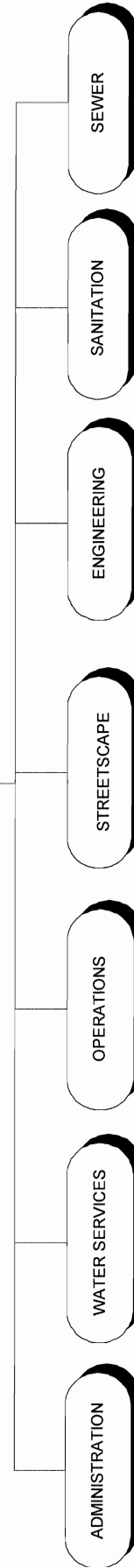


PUBLIC WORKS

Mission Statement: To provide a superior level of public service and interdepartmental support in the most practical and competent manner possible. Through innovative methods, we seek to ensure a sound infrastructure and a healthy, aesthetic environment that contributes to the overall mission of the City.

DEPARTMENT ORGANIZATION

Public Works Director



Public Works

MISSION STATEMENT

The Public Works Department is committed to providing a superior level of public service and interdepartmental support in the most practical and competent manner possible. Through innovative methods, we seek to ensure a sound infrastructure and a healthy, aesthetic environment that contributes to the overall mission of the City.

FUNCTIONAL RESPONSIBILITIES

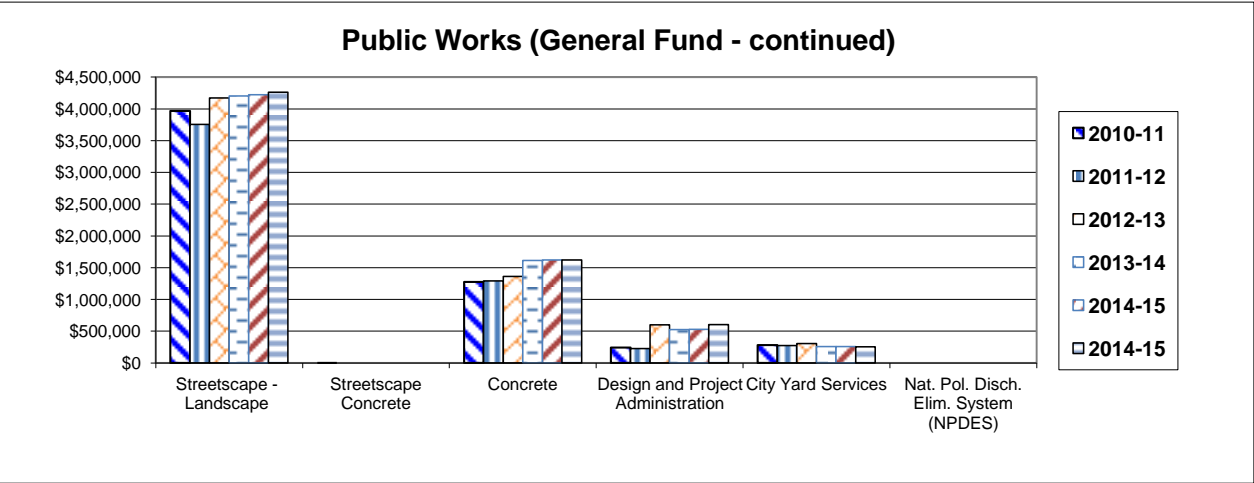
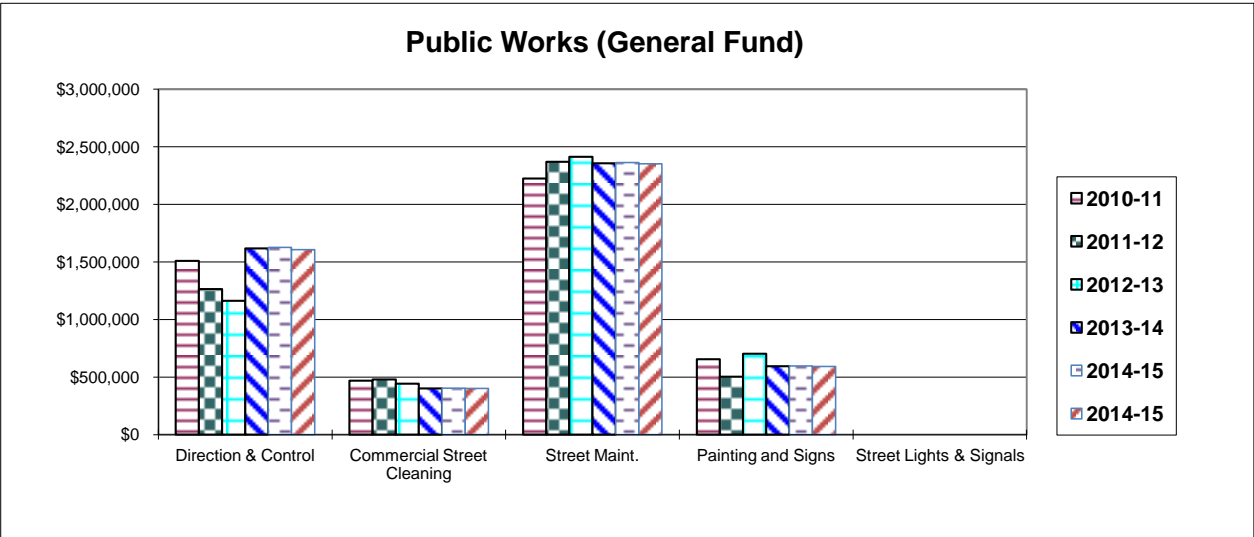
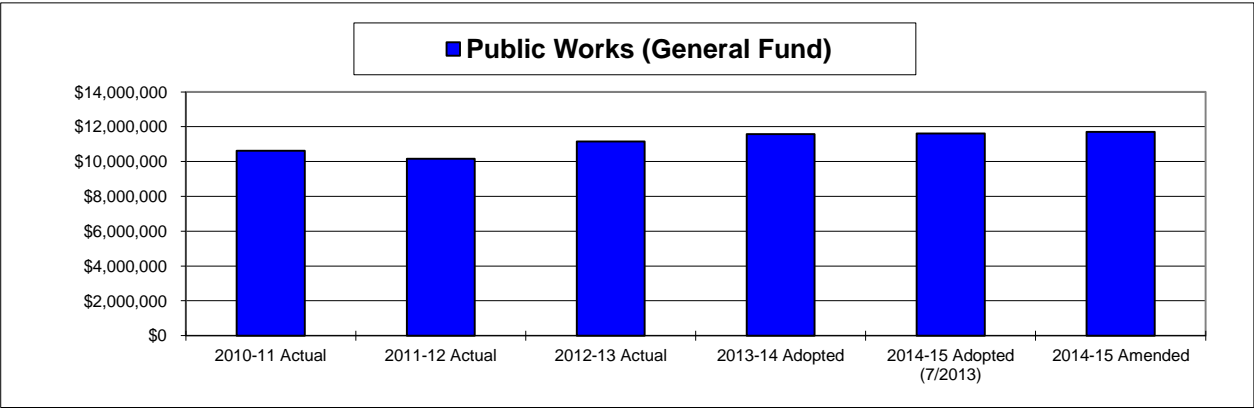
Maintain sewer and storm drain infrastructure, including pump stations, catch basins and storm water retention basins.
 • Street sweeping and residential refuse and recycling collection. • Maintain concrete sidewalks, curbs, and gutters throughout the City.
 • Maintain City owned parkway trees and landscaped street medians, and parkways.
 • Maintain roadway surfaces along with traffic signals, traffic striping, pavement markings, and street signage.
 • Maintain the airport runways, taxiways and other ground surface areas at the Torrance Municipal Airport (Zamperini Field) as well as provides operational services to pilots and aircraft in conjunction with FAA Control Tower.
 • Maintain and operate the Torrance Municipal Water System that includes transmission and distribution mains, storage reservoirs, pump stations, groundwater production wells and imported water connections, as well as performs water quality assurance testing.

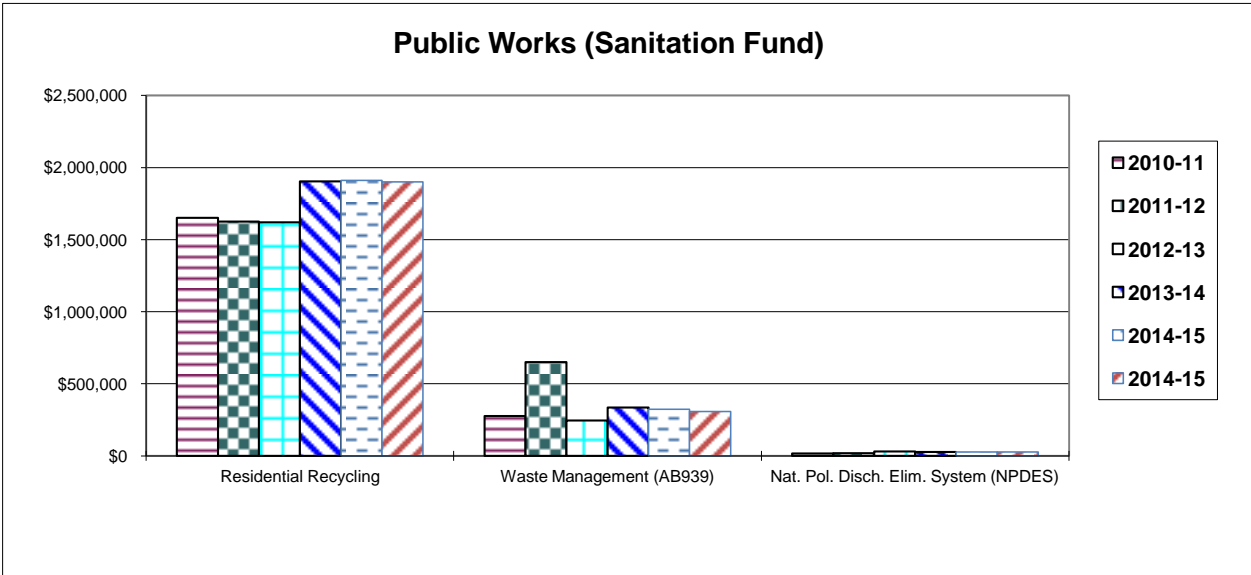
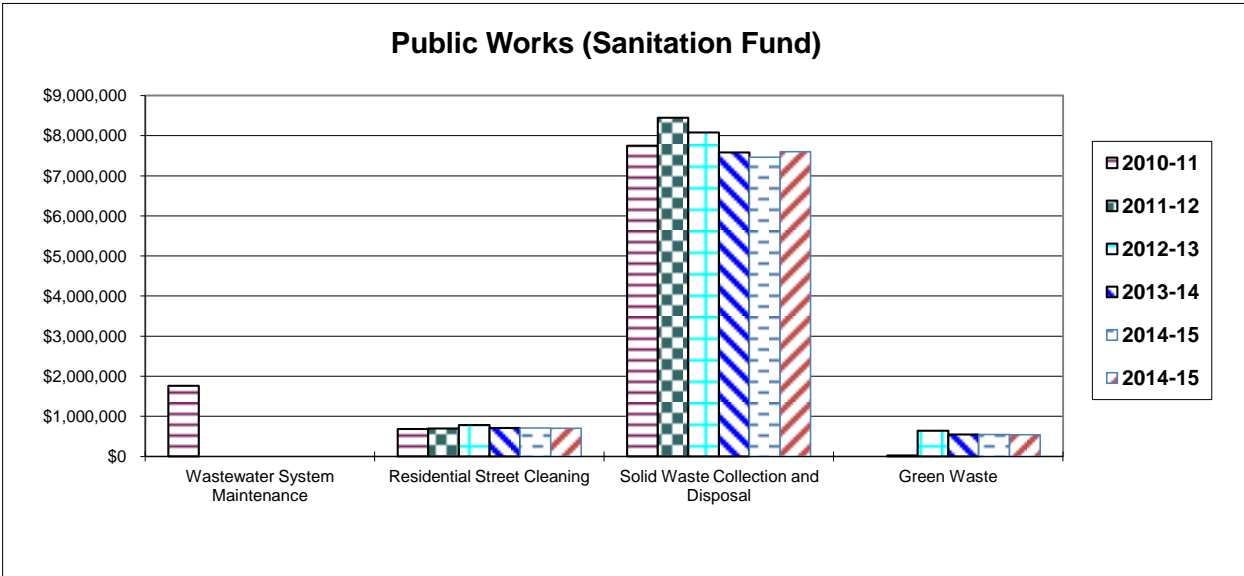
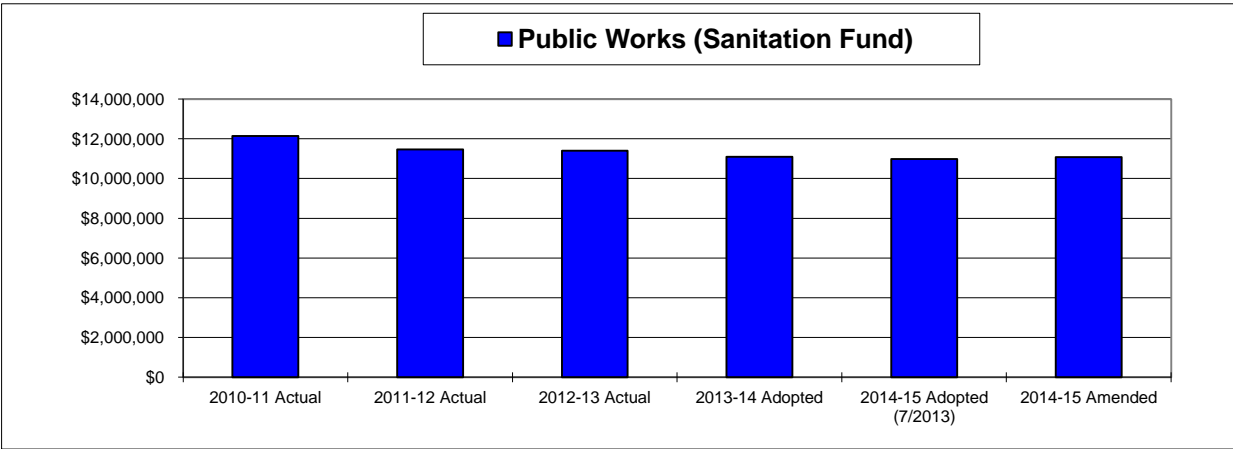
DEPARTMENT BUDGET SUMMARY

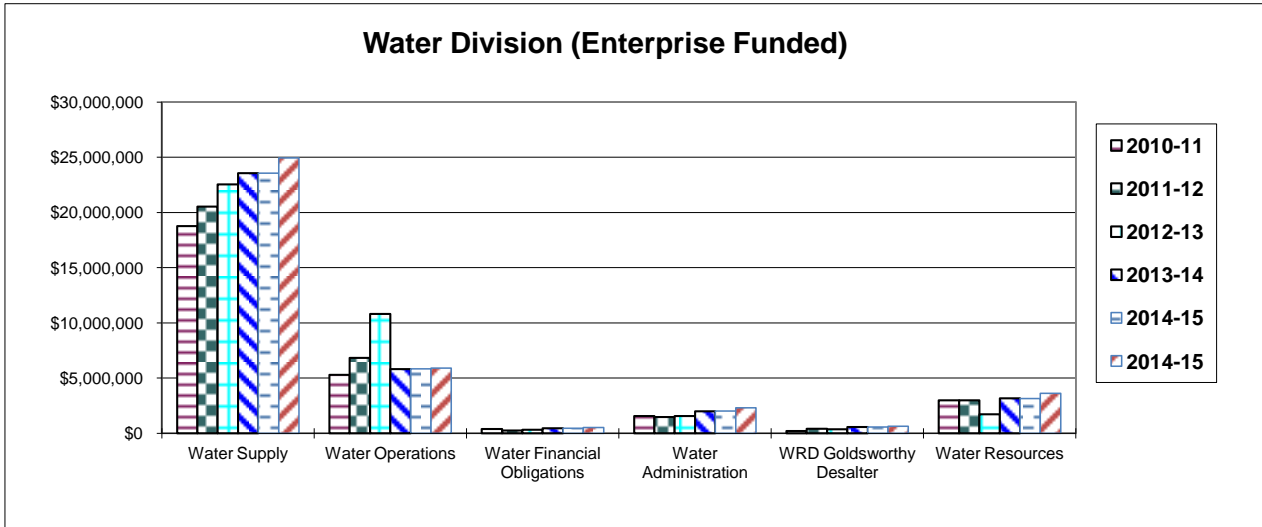
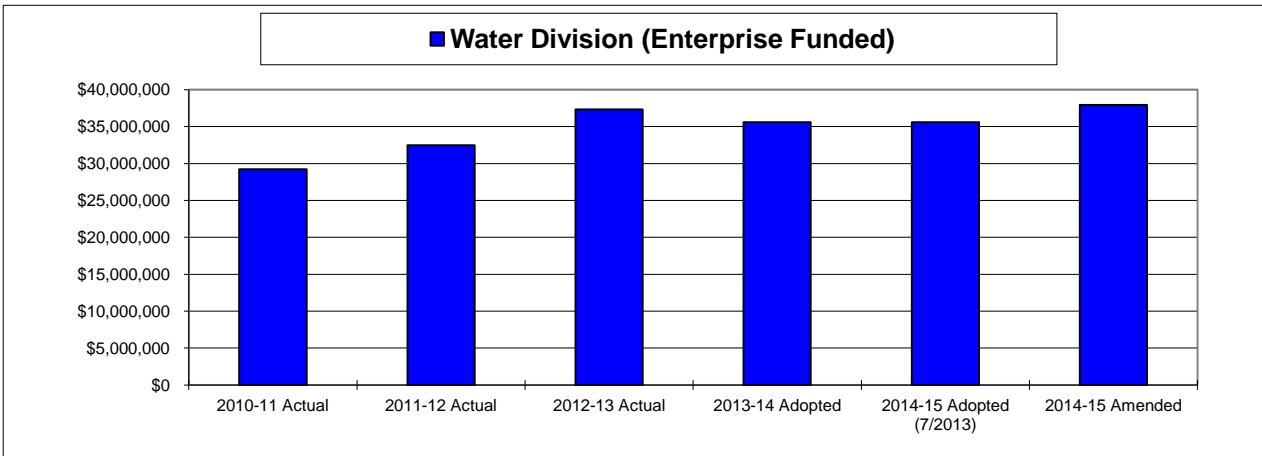
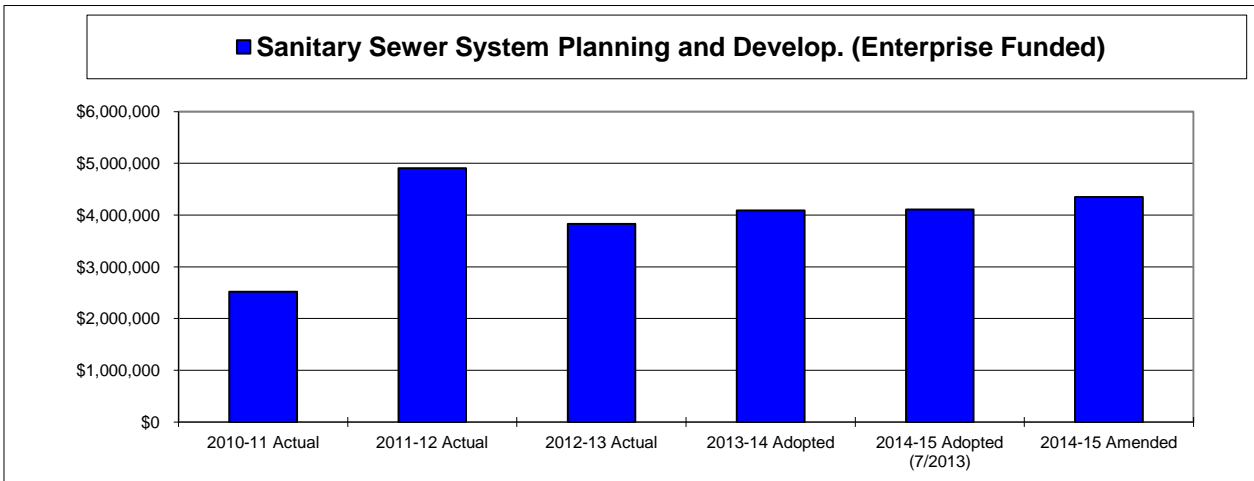
Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
General Fund:						
Direction & Control	\$ 1,508,187	\$ 1,263,700	\$ 1,162,019	\$ 1,618,317	\$ 1,625,638	\$ 1,606,979
Commercial Street Cleaning	468,084	478,544	441,432	401,838	402,738	400,938
Street Maintenance and Repair	2,225,538	2,369,920	2,412,093	2,356,842	2,364,142	2,353,082
Painting and Signs	654,577	503,717	702,211	594,168	596,868	592,347
Street Lights & Signals	-	-	-	-	-	-
Streetscape - Landscape	3,966,731	3,756,445	4,172,626	4,204,200	4,223,700	4,263,420
Streetscape Concrete	3,382	-	-	-	-	-
Concrete	1,275,300	1,289,364	1,362,155	1,613,114	1,620,314	1,622,714
Airport Maintenance	-	-	-	-	-	-
Design and Project Administration	240,389	226,600	599,383	526,285	527,300	603,088
City Yard Services	280,017	273,120	303,126	255,892	255,892	252,971
Nat. Pol. Disch. Elim. System (NPDES)	-	-	-	-	-	-
General Fund Total	\$ 10,622,205	\$ 10,161,410	\$ 11,155,045	\$ 11,570,656	\$ 11,616,592	\$ 11,695,539
General Fund Revenues	\$ 154,918	\$ 178,115	\$ 1,327,729	\$ 338,920	\$ 343,988	\$ 343,988
Sanitation Enterprise Fund:						
Wastewater System Maintenance	\$ 1,760,395	\$ -	\$ -	\$ -	\$ -	\$ -
Residential Street Cleaning	683,131	698,702	782,292	706,248	708,348	705,027
Solid Waste Collection and Disposal	7,746,884	8,449,798	8,079,496	7,581,235	7,461,500	7,603,146
Green Waste	-	22,545	640,151	544,100	546,500	540,600
Residential Recycling	1,651,937	1,625,063	1,620,360	1,903,438	1,910,188	1,900,146
Waste Management (AB939)	276,052	650,307	244,511	334,858	322,986	307,591
Nat. Pol. Disch. Elim. System (NPDES)	17,241	18,892	29,663	27,755	27,755	27,755
Sanitation Enterprise Fund Total	\$ 12,135,640	\$ 11,465,307	\$ 11,396,473	\$ 11,097,634	\$ 10,977,277	\$ 11,084,265
Sanitation Enterprise Fund Revenues	\$ 10,966,985	\$ 10,818,487	\$ 11,261,114	\$ 11,065,215	\$ 11,065,215	\$ 11,299,172
Sewer Enterprise Fund						
Wastewater	\$ -	\$ 1,861,861	\$ 1,799,992	\$ 1,624,539	\$ 1,632,016	\$ 1,690,393
Sanitary Sewer System Planning and Dev.	2,519,459	3,043,848	2,030,052	2,468,119	2,479,001	2,660,728
	\$ 2,519,459	\$ 4,905,709	\$ 3,830,044	\$ 4,092,658	\$ 4,111,017	\$ 4,351,121
Sanitary Sewer System Revenues	\$ 1,728,230	\$ 3,052,574	\$ 3,245,624	\$ 3,133,000	\$ 3,138,000	\$ 3,118,000
Water Enterprise Fund						
Water Supply	\$ 18,778,132	\$ 20,524,536	\$ 22,556,933	\$ 23,561,000	\$ 23,561,000	\$ 24,939,000
Water Operations	5,283,419	6,826,295	10,811,342	5,821,232	5,846,222	5,894,426
Water Resources	387,343	258,958	320,120	464,586	463,586	523,984
Water Administration	1,559,472	1,481,489	1,555,293	2,004,390	2,009,819	2,311,545
Water Financial Obligations	2,994,842	2,986,346	1,721,293	3,162,783	3,155,104	3,618,021
WRD Goldsworthy Desalter	200,087	404,115	358,733	558,278	559,115	634,573
Water Enterprise Fund Total	\$ 29,203,295	\$ 32,481,739	\$ 37,323,714	\$ 35,572,269	\$ 35,594,846	\$ 37,921,549
Water Enterprise Fund Revenues	\$ 30,295,271	\$ 34,178,515	\$ 36,316,536	\$ 37,193,000	\$ 37,203,000	\$ 38,643,000

Note - The Wastewater Program was transferred from the Sanitation Enterprise Fund to the Sewer Enterprise Fund during 2011-12.

EXPENDITURES





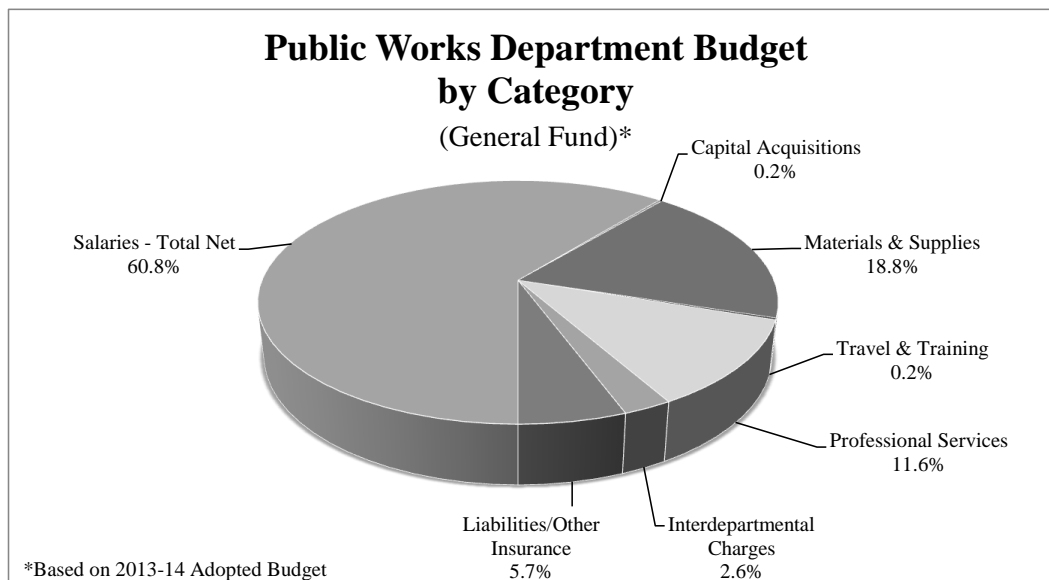


DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 8,136,685	\$ 8,015,201	\$ 8,989,446	\$ 10,092,560	\$ 10,140,660	\$ 10,165,960
Overtime	222,777	224,439	253,532	175,700	175,900	169,900
Salaries - Total	8,359,462	8,239,640	9,242,978	10,268,260	10,316,560	10,335,860
Salaries - Reimbursements	(2,011,712)	(2,331,257)	(2,378,269)	(3,272,562)	(3,275,362)	(3,215,408)
Salaries - Labor Charges	80,210	44,390	54,245	42,035	42,035	39,283
Salaries - Total Net	6,427,960	5,952,773	6,918,954	7,037,733	7,083,233	7,159,735
Supplies and Services	4,174,517	4,202,289	4,200,019	4,504,173	4,504,609	4,507,054
Capital Outlay	19,728	6,348	36,072	28,750	28,750	28,750
General Fund Total	\$ 10,622,205	\$ 10,161,410	\$ 11,155,045	\$ 11,570,656	\$ 11,616,592	\$ 11,695,539

DEPARTMENT BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 8,439,673	\$ 8,284,030	\$ 9,297,223	\$ 10,310,295	\$ 10,358,595	\$ 10,375,143
Salary & Benefit Reimbursements	(2,011,713)	(2,331,257)	(2,378,269)	(3,272,562)	(3,275,362)	(3,215,408)
Materials, Supplies and Maintenance	2,643,794	1,788,193	2,820,696	2,843,152	2,839,152	2,839,152
Professional Services/Contracts	1,157,300	1,183,663	1,242,944	1,344,154	1,344,154	1,344,454
Travel, Training & Membership Dues	15,060	18,229	18,300	26,938	26,938	26,938
Liabilities & Other Insurance	636,519	487,409	441,306	656,135	656,135	656,135
Interdepartmental Charges	247,208	254,161	245,839	247,961	252,397	254,597
Capital Acquisitions	19,728	6,348	36,072	28,750	28,750	28,750
Reimbursements from Other Funds	(576,655)	(569,443)	(620,322)	(665,016)	(665,016)	(665,016)
Operating Transfers Out	51,291	1,040,077	51,256	50,849	50,849	50,794
General Fund Total	\$ 10,622,205	\$ 10,161,410	\$ 11,155,045	\$ 11,570,656	\$ 11,616,592	\$ 11,695,539

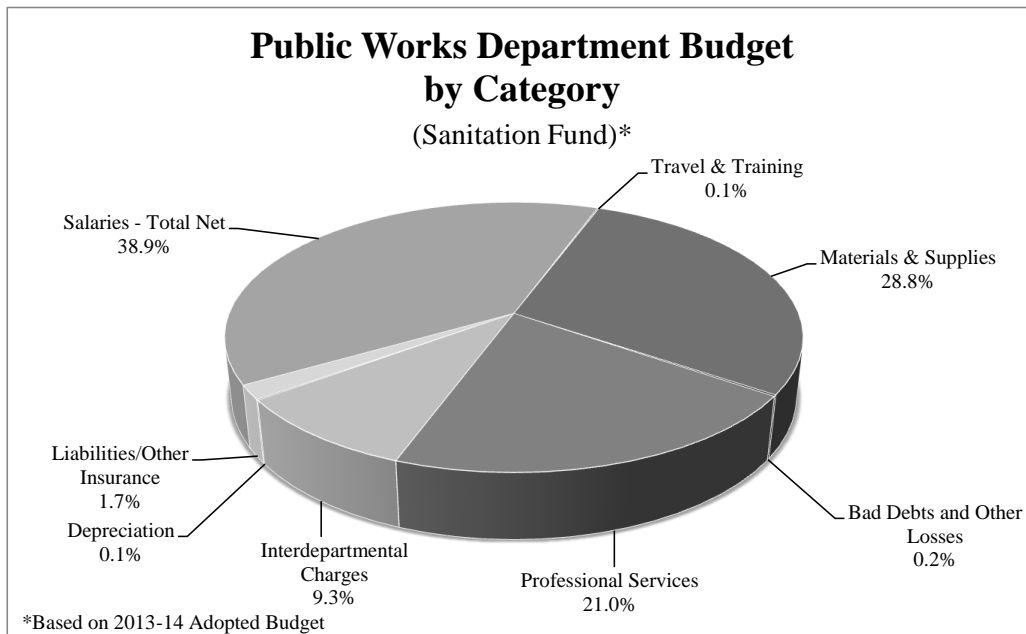


DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 4,417,494	\$ 3,698,619	\$ 3,749,354	\$ 4,114,627	\$ 4,133,527	\$ 4,095,427
Overtime	108,792	105,535	160,740	167,500	167,700	165,000
Salaries - Total	4,526,286	3,804,154	3,796,838	4,169,840	4,188,940	4,148,140
Salaries - Reimbursements	(31,677)	(14,992)	(14,784)	(28,870)	(28,870)	(28,384)
Salaries - Labor Charges	175,784	178,872	136,916	179,456	179,456	325,729
Salaries - Total Net	4,670,393	3,968,034	4,011,221	4,316,626	4,338,126	4,438,185
Supplies and Services	7,465,247	7,497,273	7,385,252	6,781,008	6,639,151	6,646,080
Capital Outlay	-	-	-	-	-	-
Sanitation Enterprise Fund Total	\$ 12,135,640	\$ 11,465,307	\$ 11,396,473	\$ 11,097,634	\$ 10,977,277	\$ 11,084,265

DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 4,702,070	\$ 3,983,026	\$ 4,026,005	\$ 4,345,496	\$ 4,366,996	\$ 4,466,569
Salary & Benefit Reimbursements	(31,677)	(14,992)	(14,784)	(28,870)	(28,870)	(28,384)
Materials, Supplies and Maintenance	3,572,516	4,033,164	4,349,766	3,240,992	3,228,992	3,227,012
Professional Services/Contracts	2,458,794	2,192,883	2,152,324	2,325,318	2,334,346	2,364,346
Travel, Training & Membership Dues	3,605	1,561	9,039	11,355	11,355	11,355
Depreciation	23,235	12,426	7,248	12,500	12,500	-
Liabilities & Other Insurance	91,503	75,174	92,340	187,374	187,374	157,374
Interdepartmental Charges	938,784	716,064	686,138	758,602	764,813	786,286
Debt Service						
Loans Contra Expenditures						
Capital Acquisitions						
Bad Debts and Other Losses	35,365	55,481	30,763	19,160	19,160	19,160
Asset Contra Account						
Reimbursements from Other Funds	(60,603)	(47,791)	(59,405)	(42,600)	(42,600)	(42,600)
Operating Transfers Out	402,048	458,311	117,039	268,307	123,211	123,147
Sanitation Enterprise Fund Total	\$ 12,135,640	\$ 11,465,307	\$ 11,396,473	\$ 11,097,634	\$ 10,977,277	\$ 11,084,265

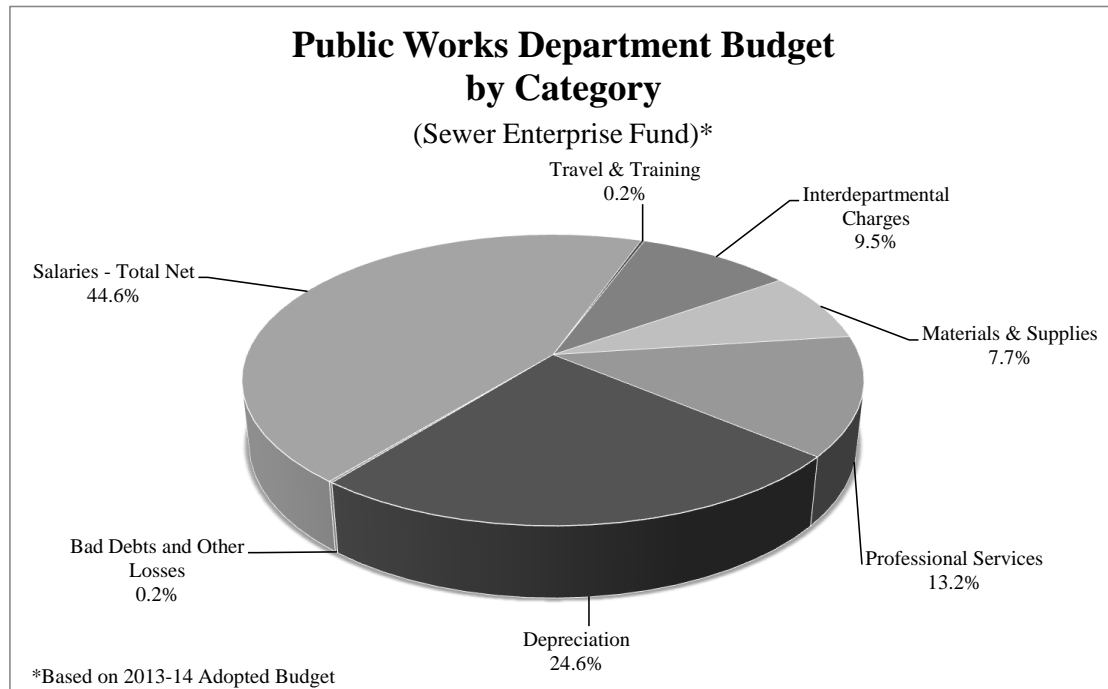


DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 913,268	\$ 1,852,459	\$ 1,883,627	\$ 1,976,000	\$ 1,988,500	\$ 1,956,800
Overtime	24,913	63,460	60,514	88,200	88,300	88,500
Salaries - Total	938,181	1,915,919	1,944,141	2,064,200	2,076,800	2,045,300
Salaries - Reimbursements	(329,155)	(519,206)	(494,934)	(525,546)	(525,546)	(524,556)
Salaries - Labor Charges	268,338	397,289	384,469	285,717	285,717	466,266
Salaries - Total Net	877,364	1,794,002	1,833,676	1,824,371	1,836,971	1,987,010
Supplies and Services	1,642,095	3,111,707	1,996,206	2,263,587	2,269,346	2,359,411
Capital Outlay	-	-	162	4,700	4,700	4,700
Sewer Enterprise Fund Total	\$ 2,519,459	\$ 4,905,709	\$ 3,830,044	\$ 4,092,658	\$ 4,111,017	\$ 4,351,121

DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 1,206,519	\$ 2,313,208	\$ 2,328,610	\$ 2,349,917	\$ 2,362,517	\$ 2,511,566
Salary & Benefit Reimbursements	(329,155)	(519,206)	(494,934)	(525,546)	(525,546)	(524,556)
Materials, Supplies and Maintenance	52,648	344,823	401,571	319,114	319,114	319,114
Professional Services/Contracts	112,306	372,143	479,965	541,332	543,116	596,112
Travel, Training & Membership Dues	1,480	4,703	3,596	8,014	8,014	8,014
Depreciation	977,870	1,032,949	-	1,006,480	1,006,480	1,006,480
Liabilities & Other Insurance	-	-	124,853	-	-	-
Interdepartmental Charges	221,440	284,357	394,790	389,787	393,762	423,473
Capital Acquisitions	-	-	162	4,700	4,700	12,058
Bad Debts and Other Losses	730	5,746	1,114	6,560	6,560	6,560
Asset Contra Account	-	-	-	(4,700)	(4,700)	(4,700)
Reimbursements from Other Funds	-	-	-	(3,000)	(3,000)	(3,000)
Operating Transfers Out	275,621	647,958	590,317	-	-	-
Extraordinary Loss	-	419,028	-	-	-	-
Sewer Enterprise Fund Total	\$ 2,519,459	\$ 4,905,709	\$ 3,830,044	\$ 4,092,658	\$ 4,111,017	\$ 4,351,121

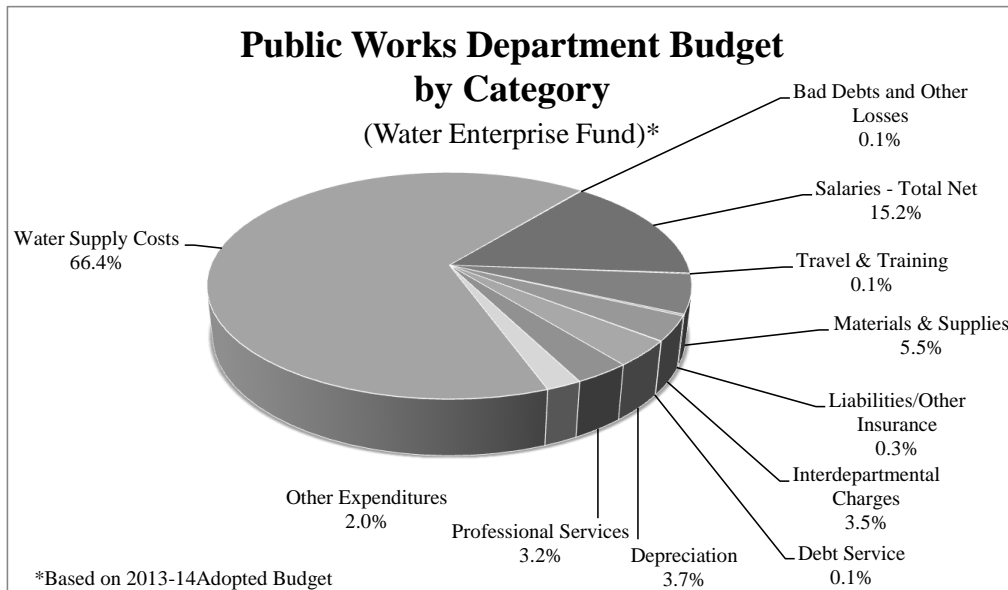


DEPARTMENT BUDGET (WATER ENTERPRISE FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 4,021,845	\$ 4,322,895	\$ 3,947,350	\$ 4,573,470	\$ 4,584,369	\$ 4,509,970
Overtime	146,882	148,979	160,350	278,900	278,100	273,600
Salaries - Total	4,168,727	4,471,874	4,107,700	4,852,370	4,862,469	4,783,570
Salaries - Reimbursements	(441,737)	(582,429)	(408,772)	(466,426)	(466,426)	(463,118)
Salaries - Labor Charges	824,043	881,424	900,841	1,016,748	1,020,349	1,430,483
Salaries - Total Net	4,551,033	4,770,869	4,599,769	5,402,692	5,416,392	5,750,935
Supplies and Services	24,615,601	27,569,509	30,980,465	30,113,377	30,122,254	32,114,414
Capital Outlay	36,661	141,361	1,743,480	56,200	56,200	56,200
Water Enterprise Fund Total	\$ 29,203,295	\$ 32,481,739	\$ 37,323,714	\$ 35,572,269	\$ 35,594,846	\$ 37,921,549

DEPARTMENT BUDGET (WATER ENTERPRISE FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 4,992,770	\$ 5,318,946	\$ 5,008,541	\$ 5,869,118	\$ 5,882,818	\$ 6,214,053
Salary & Benefit Reimbursements	(441,737)	(548,077)	(408,772)	(466,426)	(466,426)	(463,118)
Materials, Supplies and Maintenance	1,537,436	1,458,569	1,494,339	1,982,164	1,982,164	2,057,164
Professional Services/Contracts	718,648	855,324	790,300	1,134,472	1,148,162	1,148,162
Water Supply Costs	18,671,109	20,591,517	22,565,668	23,621,000	23,621,000	25,074,000
Parts & Fuel Inventory	526,826	490,171	407,659	450,000	450,000	550,000
MWD Ultra-Low Flow Rebate Prog	-	-	-	-	-	-
Travel, Training & Membership Dues	27,874	17,787	31,650	42,275	42,275	42,275
Depreciation and Amortization	1,355,004	1,311,086	-	1,300,000	1,300,000	1,300,000
Liabilities & Other Insurance	58,558	55,165	70,388	92,109	92,109	92,109
Interdepartmental Charges	1,186,272	1,004,776	1,054,358	1,222,502	1,234,224	1,294,081
Debt Service	615,244	614,003	616,503	639,535	3,000	497,753
Loans Contra Expenditures	(515,000)	(540,000)	(570,000)	(620,000)	-	(90,413)
Inventory Contra Account	(526,826)	(490,171)	(407,659)	(450,000)	(450,000)	(550,000)
Capital Acquisitions	36,661	141,361	1,743,480	56,200	56,200	56,200
Bad Debts and Other Losses	20,177	72,805	75,811	30,000	30,000	30,000
Fixed Assets Contra Expenditures	-	(110,972)	(1,743,480)	(56,200)	(56,200)	(56,200)
Reimbursements from Other Funds	(25,250)	(17,603)	(24,799)	(8,000)	(8,000)	(8,000)
Other Expenditures	718,000	718,000	718,000	718,000	718,000	718,000
Operating Transfers Out	247,529	384,620	5,901,727	15,520	15,520	15,483
Extraordinary Loss	-	1,154,432	-	-	-	-
Water Enterprise Fund Total	\$ 29,203,295	\$ 32,481,739	\$ 37,323,714	\$ 35,572,269	\$ 35,594,846	\$ 37,921,549



PUBLIC WORKS
DEPARTMENT PERSONNEL SUMMARY

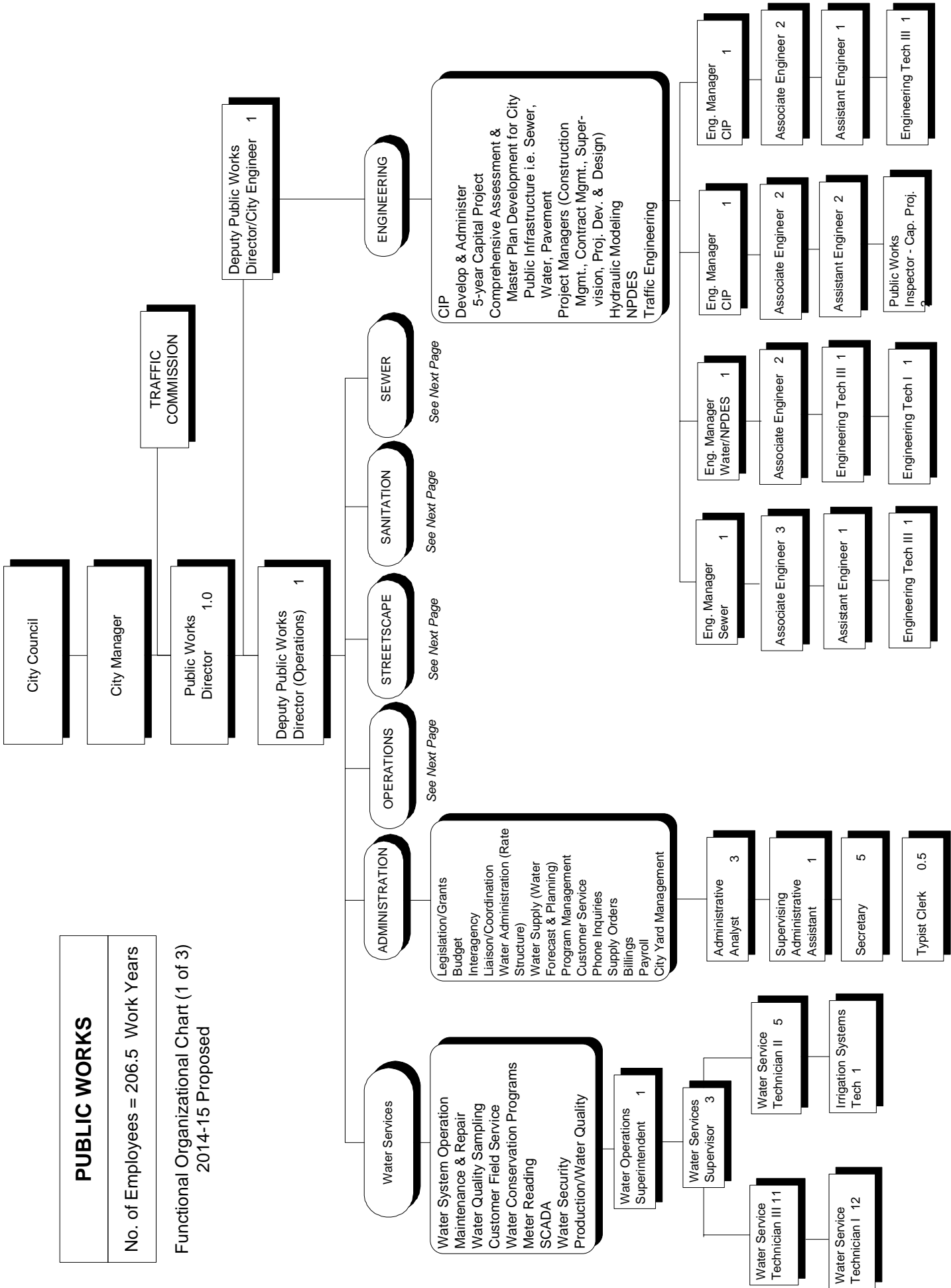
Position Title All Funds	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Public Works Director	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Public Works Director - Engineering	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Public Works Director - Operations	1.0	1.0	1.0	1.0	1.0	1.0
Sanitation Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Streetscape Manager	1.0	1.0	1.0	1.0	1.0	1.0
Street Operations Manager	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	3.0	3.0	3.0	3.0	3.0	3.0
Waste Management Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Public Works Supervisor	7.0	7.0	7.0	7.0	7.0	7.0
Street Maintenance Leader	3.0	3.0	3.0	3.0	3.0	3.0
Lead Maintenance Worker	12.0	13.0	13.0	13.0	13.0	13.0
Construction Equipment Operator	1.0	-	-	-	-	-
Tree Trimmer	7.0	7.0	7.0	7.0	7.0	7.0
Pest Control Technician	1.0	1.0	1.0	1.0	1.0	1.0
Maintenance Worker	42.0	43.0	43.0	43.0	43.0	43.0
Cement Finisher	2.0	2.0	2.0	2.0	2.0	2.0
Sanitation Equipment Operator	27.0	27.0	30.0	30.0	30.0	30.0
Equipment Operator	11.0	11.0	11.0	11.0	11.0	11.0
Traffic and Lighting Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Traffic Painter	3.0	3.0	3.0	3.0	3.0	3.0
Traffic Signal Technician	4.0	4.0	4.0	4.0	4.0	4.0
Electrician	-	-	-	-	-	-
Electrician Helper	1.0	1.0	1.0	1.0	1.0	1.0
Wastewater Technician	6.0	6.0	6.0	6.0	6.0	6.0
Airport Worker	2.0	2.0	2.0	2.0	2.0	2.0
Supervising Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Water Operations Superintendent	-	-	-	-	-	1.0
Sr. Water Service Supervisor	1.0	1.0	1.0	1.0	1.0	-
Water Service Supervisor	3.0	3.0	3.0	3.0	3.0	3.0
Engineering Manager	4.0	4.0	4.0	4.0	4.0	4.0
Associate Engineer	8.0	9.0	9.0	9.0	9.0	9.0
Assistant Engineer	2.0	2.0	4.0	4.0	4.0	4.0
Public Works Inspector - Capital Proj.	-	-	-	2.0	2.0	2.0
Public Works Inspector	-	1.0	2.0	-	-	-
Engineering Technician III	3.0	3.0	3.0	3.0	3.0	3.0
Water Service Tech III	11.0	11.0	11.0	11.0	11.0	11.0
Water Service Tech II	5.0	5.0	5.0	5.0	5.0	5.0
Water Service Tech I	12.0	12.0	12.0	12.0	12.0	12.0
Irrigation Systems Technician	-	1.0	1.0	1.0	1.0	1.0
Engineering Technician I	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	5.0	5.0	5.0	5.0	5.0	5.0
Typist Clerk	0.5	0.5	0.5	0.5	0.5	0.5
Total	196.5	200.5	206.5	206.5	206.5	206.5

Position Title	2010-11	2011-12	2012-13	2013-14	2014-15	
General Fund	Adopted	Adopted	Adopted	Adopted	Adopted (7-1-13)	2014-15 Amended
Public Works Director	0.8	0.8	0.8	0.8	0.8	0.8
Deputy Public Works Director - Engineering	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Public Works Director - Operations	0.3	0.3	0.3	0.3	0.3	0.1
Engineering Manager	2.0	2.0	2.0	2.0	2.0	2.0
Associate Engineer	5.0	6.0	6.0	6.0	6.0	6.0
Assistant Engineer	1.0	1.0	3.0	3.0	3.0	3.0
Public Works Inspector - Capital Proj.	-	-	-	2.0	2.0	2.0
Public Works Inspector	-	1.0	2.0	-	-	-
Engineering Technician III	2.0	2.0	2.0	2.0	2.0	2.0
Streetscape Manager	1.0	1.0	1.0	1.0	1.0	1.0
Street Operations Manager	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	0.8	0.8	0.8	0.8	0.8	0.8
Public Works Supervisor	4.0	4.0	4.0	4.0	4.0	4.0
Street Maintenance Leader	2.0	2.0	2.0	2.0	2.0	2.0
Lead Maintenance Worker	12.0	13.0	13.0	13.0	13.0	13.0
Construction Equipment Operator	1.0	-	-	-	-	-
Tree Trimmer	7.0	7.0	7.0	7.0	7.0	7.0
Pest Control Technician	1.0	1.0	1.0	1.0	1.0	1.0
Airport Worker	2.0	2.0	2.0	2.0	2.0	2.0
Maintenance Worker	26.4	27.4	27.4	27.4	27.4	27.4
Cement Finisher	2.0	2.0	2.0	2.0	2.0	2.0
Sanitation Equipment Operator	2.3	2.3	2.3	2.3	2.3	2.3
Equipment Operator	10.0	10.0	10.0	10.0	10.0	10.0
Traffic and Lighting Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Traffic Painter	3.0	3.0	3.0	3.0	3.0	3.0
Traffic Signal Technician	4.0	4.0	4.0	4.0	4.0	4.0
Electrician Helper	1.0	1.0	1.0	1.0	1.0	1.0
Supervising Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	1.6	1.6	1.6	1.6	1.6	1.6
Typist Clerk	0.5	0.5	0.5	0.5	0.5	0.5
General Fund Total	96.7	99.7	102.7	102.7	102.7	102.5
Sanitation Enterprise Fund						
Public Works Director	0.2	0.2	0.2	0.2	0.2	0.2
Deputy Public Works Director - Operations	0.3	0.3	0.3	0.3	0.3	0.3
Sanitation Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	0.2	0.2	0.2	0.2	0.2	0.2
Waste Management Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Public Works Supervisor	3.0	3.0	2.0	2.0	2.0	2.0
Sanitation Equipment Operator	24.7	24.7	27.7	27.7	27.7	27.7
Maintenance Worker	13.6	13.6	8.6	8.6	8.6	8.6
Wastewater Technician	4.0	4.0	-	-	-	-
Secretary	1.4	1.4	1.4	1.4	1.4	1.4
Total Sanitation Enterprise Fund	49.4	49.4	42.4	42.4	42.4	42.4

Position Title	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Sewer Enterprise Fund						
Deputy Public Works Director - Operations	0.2	0.2	0.2	0.2	0.2	0.2
Engineering Manager	1.0	1.0	1.0	1.0	1.0	1.0
Associate Engineer	2.0	2.0	2.0	2.0	2.0	2.0
Engineering Technician III	1.0	1.0	1.0	1.0	1.0	1.0
Street Maintenance Leader	1.0	1.0	1.0	1.0	1.0	1.0
Public Works Supervisor	-	-	1.0	1.0	1.0	1.0
Equipment Operator	1.0	1.0	1.0	1.0	1.0	1.0
Wastewater Technician	2.0	2.0	6.0	6.0	6.0	6.0
Maintenance Worker	2.0	2.0	7.0	7.0	7.0	7.0
Total Sewer Enterprise Fund	10.2	10.2	20.2	20.2	20.2	20.2
Water Enterprise Fund						
Deputy Public Works Director - Operations	0.2	0.2	0.2	0.2	0.2	0.4
Water Operations Superintendent	-	-	-	-	-	1.0
Sr. Water Service Supervisor	1.0	1.0	1.0	1.0	1.0	-
Water Service Supervisor	3.0	3.0	3.0	3.0	3.0	3.0
Engineering Manager	1.0	1.0	1.0	1.0	1.0	1.0
Associate Engineer	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Engineer	1.0	1.0	1.0	1.0	1.0	1.0
Water Service Tech III	11.0	11.0	11.0	11.0	11.0	11.0
Water Service Tech II	5.0	5.0	5.0	5.0	5.0	5.0
Water Service Tech I	12.0	12.0	12.0	12.0	12.0	12.0
Irrigation Systems Technician	-	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	2.0	2.0	2.0	2.0	2.0	2.0
Engineering Technician I	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	2.0	2.0	2.0	2.0	2.0	2.0
Total Water Enterprise Fund	40.2	41.2	41.2	41.2	41.2	41.4
Grand Total	196.5	200.5	206.5	206.5	206.5	206.5

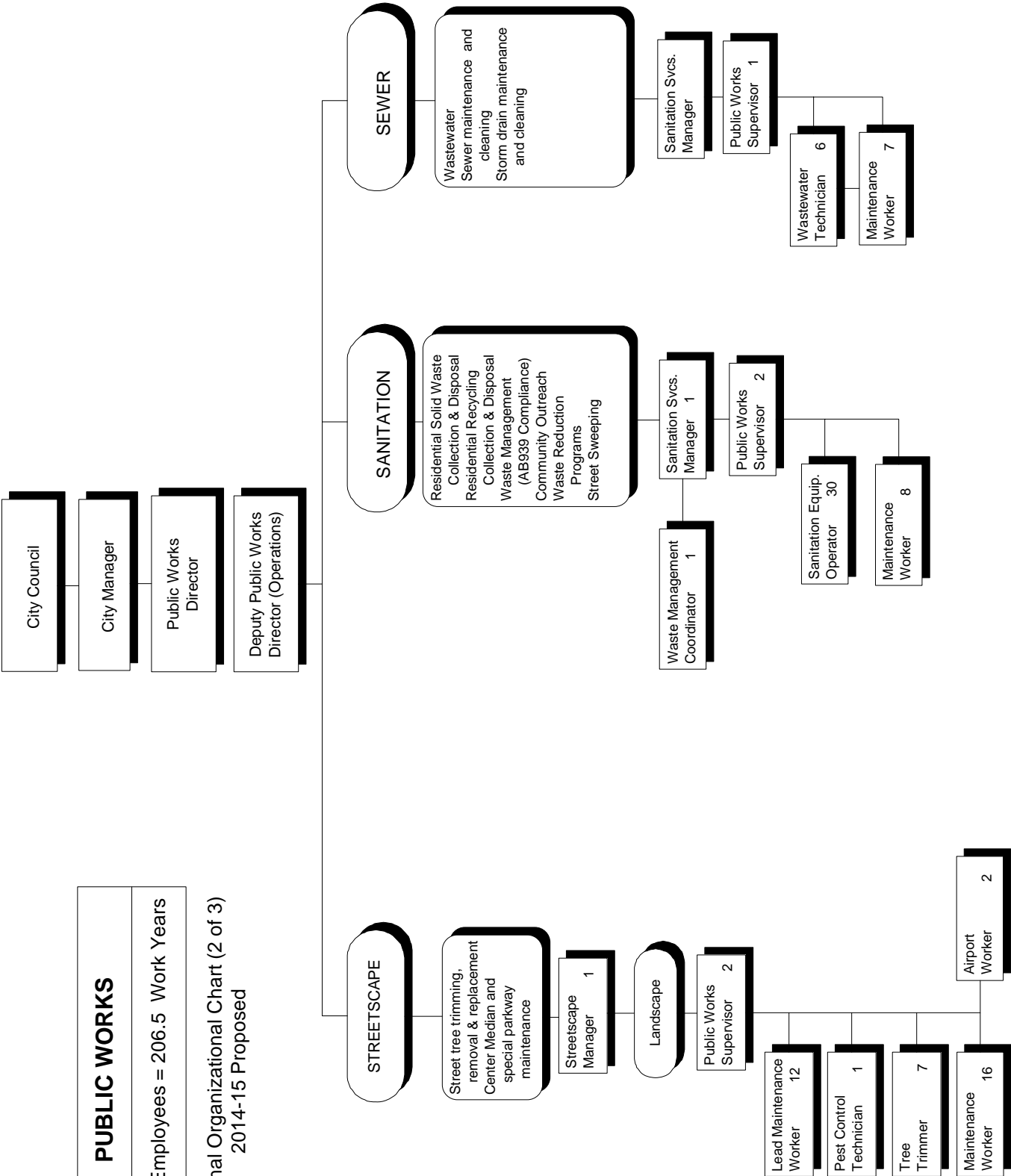
PUBLIC WORKS	
No. of Employees = 206.5	Work Years

Functional Organizational Chart (1 of 3)
2014-15 Proposed



PUBLIC WORKS	
No. of Employees = 206.5	Work Years

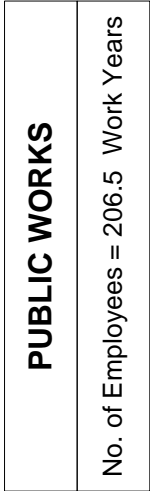
Functional Organizational Chart (2 of 3)
2014-15 Proposed



PUBLIC WORKS
No. of Employees = 206.5 Work Years

PUBLIC WORKS
No. of Employees = 206.5 Work Years

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No. of Employees = 206.5 Work Years

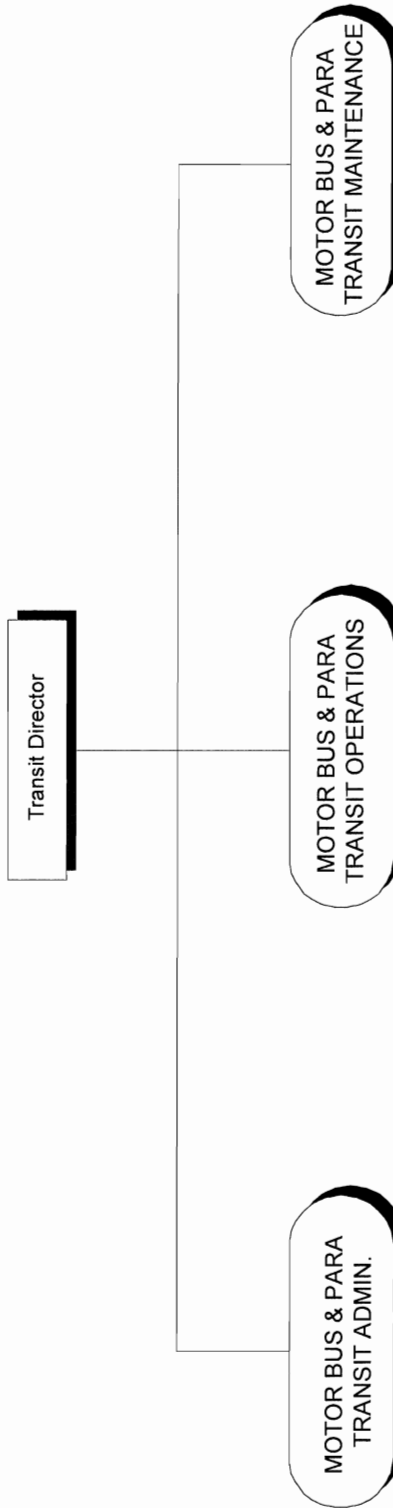


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TRANSIT

Mission Statement: To provide reliable, safe, inexpensive, and courteous transportation to our customers - the people, who live, work and do business in the City of Torrance.

DEPARTMENT ORGANIZATION



Transit

MISSION STATEMENT

The mission of the Torrance Transit System is to provide reliable, safe, inexpensive, and courteous transportation to our customers -- the people who live, work and do business in the City of Torrance.

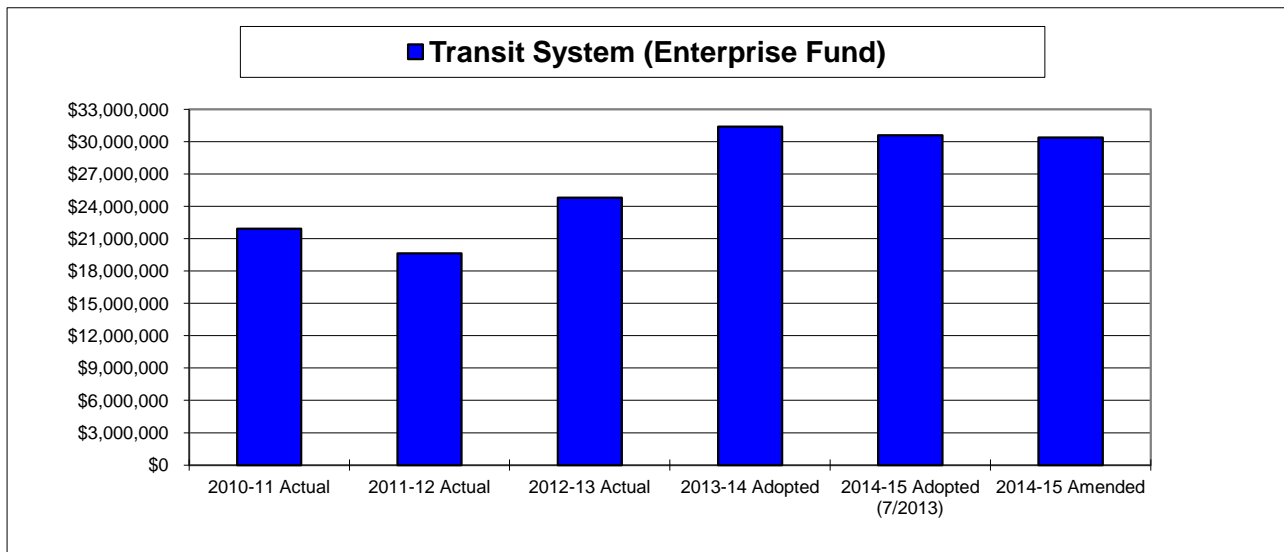
FUNCTIONAL RESPONSIBILITIES

Torrance Transit System operates and administers the City's Transit System, including maintaining and repairing all transit vehicles; all planning, marketing, financial monitoring and reporting; grants administration, inter-agency liaisons and transit scheduling. Transit supervises and administers all privately contracted transit services: Dial-A-Lift, Senior Ride and the Municipal Area Express commuter bus service.

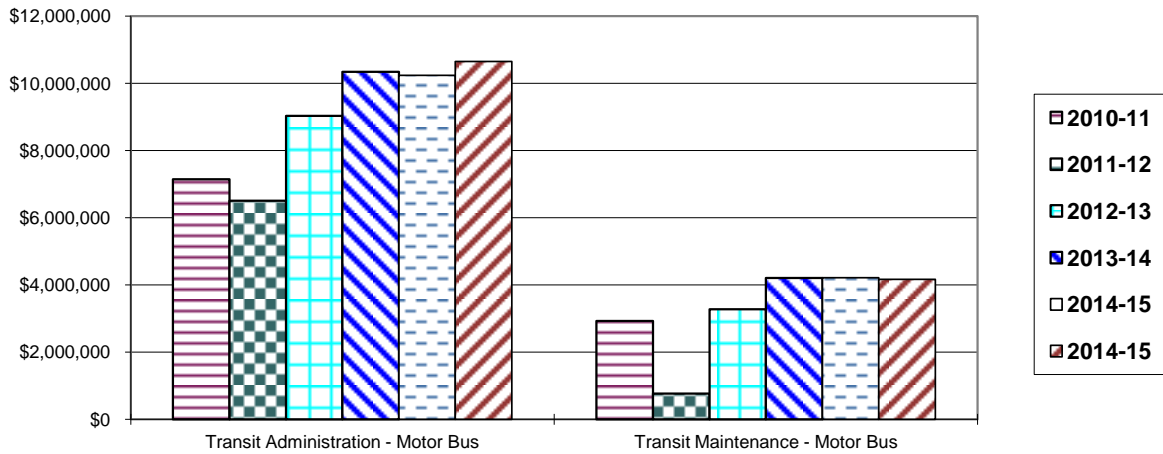
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Transit Enterprise Fund						
Transit Administration - Motor Bus	\$ 7,147,480	\$ 6,509,358	\$ 9,036,980	\$ 10,347,994	\$ 10,240,521	\$ 10,656,054
Transit Maintenance - Motor Bus	2,926,488	768,852	3,276,126	4,206,601	4,218,301	4,167,123
Transit Operations - Motor Bus	8,775,480	9,148,087	9,353,973	13,052,783	12,344,453	11,831,865
Transit - Dial-A-Lift	1,281,331	1,096,980	1,122,489	1,296,261	1,296,461	1,356,904
Transit - Measure R Operations	1,810,009	2,105,081	2,004,408	2,485,827	2,487,327	2,390,074
Transit Enterprise Fund Total	\$ 21,940,787	\$ 19,628,358	\$ 24,793,976	\$ 31,389,466	\$ 30,587,063	\$ 30,402,020
Transit Enterprise Fund Revenues	\$ 21,924,309	\$ 28,966,867	\$ 24,522,705	\$ 27,345,377	\$ 26,603,074	\$ 26,612,931

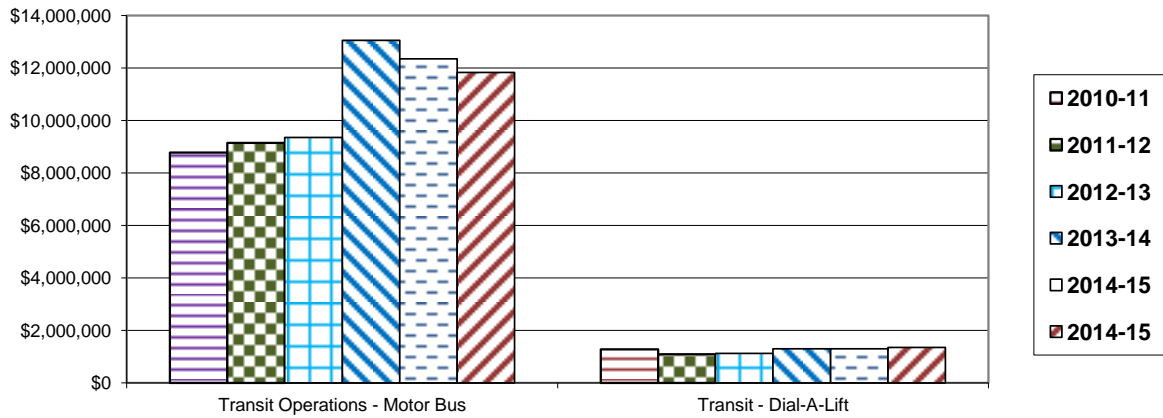
EXPENDITURES



Transit System (Enterprise Fund)



Transit System (Enterprise Fund - continued)

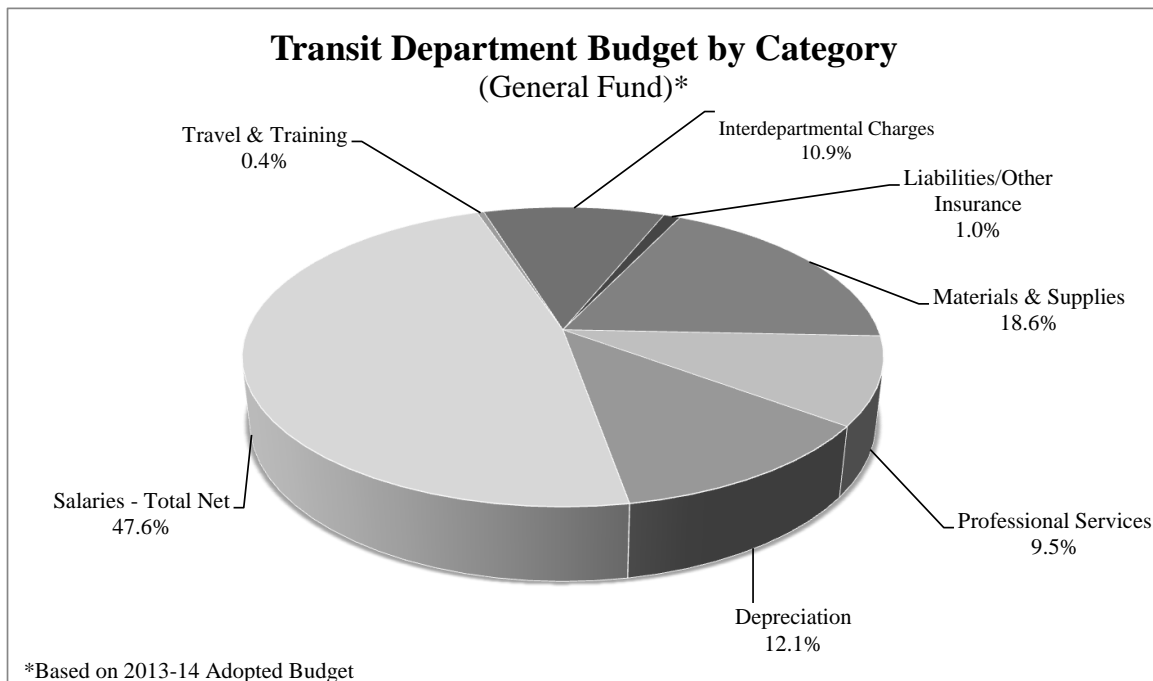


DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)

	2010-11	2011-12	2012-13	2013-14	2014-15	2014-15
	Actual	Actual	Actual	Adopted	Adopted (7-1-13)	Amended
Salaries	\$ 10,411,451	\$ 9,126,515	\$ 11,635,857	\$ 13,821,382	\$ 13,800,106	\$ 13,738,806
Overtime	1,435,063	1,364,793	1,053,198	820,300	822,100	828,300
Salaries - Total	11,846,514	10,491,308	12,689,055	14,641,682	14,622,206	14,567,106
Salaries - Reimbursements	(15,315)	(24,821)	(11,591)	-	-	-
Salaries - Labor Charges	201,475	293,993	189,468	303,875	385,251	816,373
Salaries - Total Net	12,032,672	10,760,480	12,866,932	14,945,557	15,007,457	15,383,479
Supplies and Services	9,573,586	8,519,950	11,927,044	16,443,909	15,579,606	15,018,541
Capital Outlay	334,530	347,928	-	-	-	-
Transit Enterprise Fund Total	\$ 21,940,787	\$ 19,628,358	\$ 24,793,976	\$ 31,389,466	\$ 30,587,063	\$ 30,402,020

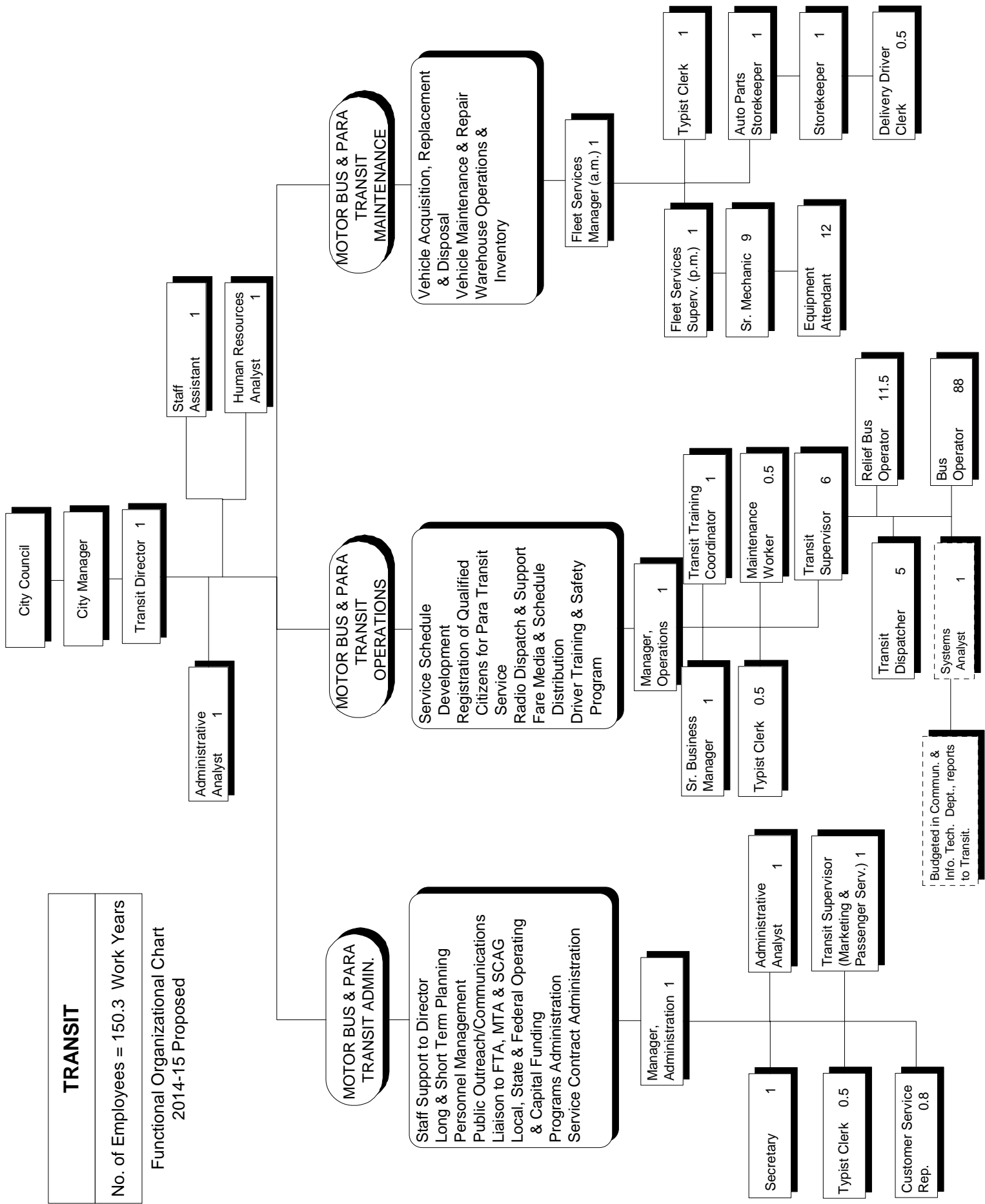
DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)

	2010-11	2011-12	2012-13	2013-14	2014-15	2014-15
	Actual	Actual	Actual	Adopted	Adopted (7-1-13)	Amended
Salaries and Employee Benefits	12,047,987	\$ 10,785,301	\$ 12,878,523	\$ 14,945,557	\$ 15,007,457	\$ 15,383,479
Salary & Benefit Reimbursements	(15,315)	(24,821)	(11,591)	-	-	-
Materials, Supplies and Maintenance	2,695,379	2,505,489	3,011,719	5,827,181	5,072,199	4,370,613
Parts and Fuel Inventory	2,293,335	2,584,521	1,944,426	4,167,164	4,167,164	4,167,164
Inventory Contra Account	(2,293,335)	(2,584,521)	(1,944,426)	(4,167,164)	(4,167,164)	(4,167,164)
Professional Services/Contracts	1,886,941	1,660,372	1,795,915	2,976,830	2,765,465	2,890,720
Travel, Training & Membership Dues	54,846	68,583	73,866	127,000	127,000	127,000
Depreciation and Amortization	2,358,235	3,178,577	2,592,895	3,789,089	3,789,089	3,789,089
Liabilities & Other Insurance	365,241	309,146	1,459,945	311,252	311,252	311,252
Interdepartmental Charges	2,505,270	2,637,307	2,958,289	3,377,356	3,479,400	3,475,467
Debt Service	-	-	-	-	-	-
Loans Contra Expenditures	-	-	-	-	-	-
Capital Acquisitions	334,530	347,928	-	-	-	-
Bad Debts and Other Losses	-	-	-	-	-	-
Fixed Assets Contra Expenditures	(334,530)	(12,244,853)	-	-	-	-
Reimbursements from Other Funds	-	-	-	-	-	-
Operating Transfers Out	42,203	10,405,329	34,415	35,201	35,201	54,400
Transit Enterprise Fund Total	21,940,787	\$ 19,628,358	\$ 24,793,976	\$ 31,389,466	\$ 30,587,063	\$ 30,402,020



DEPARTMENT PERSONNEL SUMMARY

Position Title	2010-11 Adopted	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Transit Enterprise Fund						
Transit Director	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Manager - Administrative	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Manager - Operations	1.0	1.0	1.0	1.0	1.0	1.0
Fleet Services Manager	1.0	1.0	1.0	1.0	1.0	1.0
Transit Supervisor	7.0	7.0	7.0	7.0	7.0	7.0
Fleet Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Senior Business Manager	-	-	-	-	-	1.0
Business Manager	1.0	1.0	1.0	1.0	1.0	-
Transit Training Coordinator	-	-	-	1.0	1.0	1.0
Human Resource Analyst	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Analyst	2.0	2.0	2.0	2.0	2.0	2.0
Staff Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Customer Service Representative	0.8	0.8	0.8	0.8	0.8	0.8
Transit Dispatcher	5.0	5.0	5.0	5.0	5.0	5.0
Bus Operator	88.0	88.0	88.0	88.0	88.0	88.0
Relief Bus Operator	5.5	5.5	11.5	11.5	11.5	11.5
Senior Mechanic	7.0	7.0	7.0	9.0	9.0	9.0
Mechanic	-	2.0	3.0	-	-	-
Auto Parts Storekeeper	1.0	1.0	1.0	1.0	1.0	1.0
Storekeeper	1.0	1.0	1.0	1.0	1.0	1.0
Equipment Attendant	9.0	9.0	12.0	12.0	12.0	12.0
Maintenance Worker	1.0	0.5	0.5	0.5	0.5	0.5
Delivery Driver/Clerk	0.5	0.5	0.5	0.5	0.5	0.5
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Typist Clerk	2.0	2.0	2.0	2.0	2.0	2.0
Total Transit Enterprise Fund	138.8	140.3	150.3	150.3	150.3	150.3



Non-Departmental

MISSION STATEMENT

The non-departmental programs provide specialized budgetary services to citizens and City departments.

FUNCTIONAL RESPONSIBILITIES

DEPARTMENT BUDGET SUMMARY

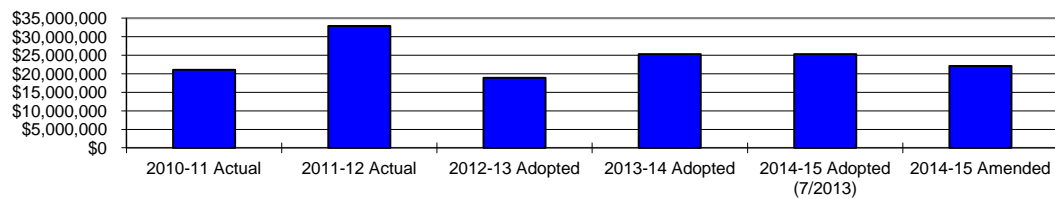
Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Fiduciary Services and Provisions	\$ 21,074,553	\$ 32,893,177	\$ 18,927,998	\$ 25,320,268	\$ 25,320,866	\$ 22,092,490
General Fund Total	\$ 21,074,553	\$ 32,893,177	\$ 18,927,998	\$ 25,320,268	\$ 25,320,866	\$ 22,092,490
General Fund Revenues	\$ 154,766,285	\$ 153,134,709	\$ 153,879,740	\$ 169,783,232	\$ 170,372,653	\$ 168,388,282

DEPARTMENT BUDGET SUMMARY

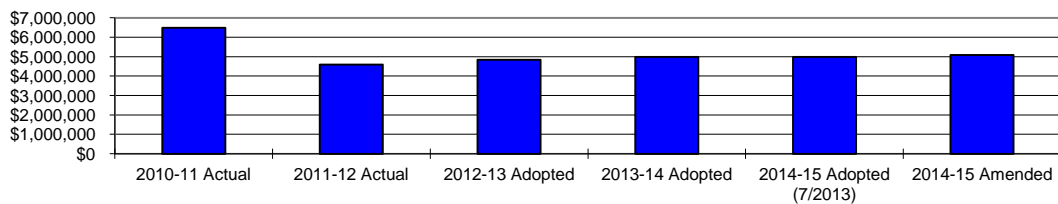
Division/Program Title	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Self Insurance	\$ 6,488,624	\$ 4,580,611	\$ 4,840,764	\$ 4,985,107	\$ 4,989,173	\$ 5,086,879
Self Insurance Fund Total	\$ 6,488,624	\$ 4,580,611	\$ 4,840,764	\$ 4,985,107	\$ 4,989,173	\$ 5,086,879
Self Insurance Fund Revenues	\$ 3,724,171	\$ 3,660,603	\$ 3,825,291	\$ 4,148,353	\$ 4,598,353	\$ 4,598,353

EXPENDITURES

■ Fiduciary Services and Provisions (General Fund)



■ Self Insurance Fund

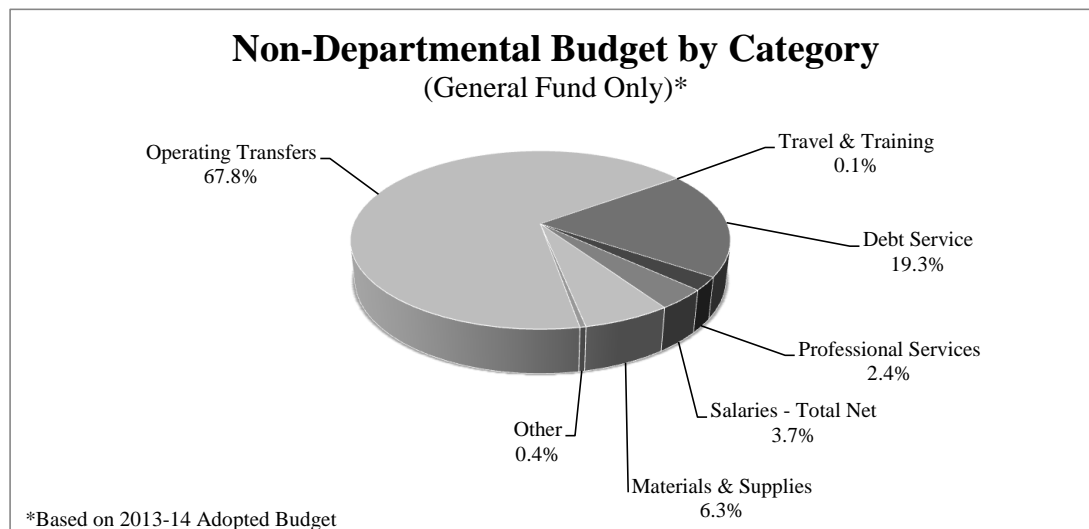


NON-DEPARTMENTAL BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 69,620	\$ 48,513	\$ 285,575	\$ 899,332	\$ 5,242,091	\$ 3,136,168
Overtime	-	-	-	-	-	-
Salaries - Total	69,620	48,513	285,575	899,332	5,242,091	3,136,168
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	16,002	16,471	14,532	18,000	18,000	18,000
Salaries - Total Net	85,622	64,984	300,107	917,332	5,260,091	3,154,168
Supplies and Services	20,988,931	32,828,193	18,627,891	24,402,936	20,060,775	18,938,322
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 21,074,553	\$ 32,893,177	\$ 18,927,998	\$ 25,320,268	\$ 25,320,866	\$ 22,092,490

NON-DEPARTMENTAL BUDGET (GENERAL FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 85,621	\$ 65,604	\$ 301,031	\$ 927,332	\$ 5,270,091	\$ 3,164,168
Salary & Benefit Reimbursements		(614,572)	(103,672)	(1,189,028)	(1,189,028)	(1,100,000)
Materials, Supplies and Maintenance	12,522	30,608	4,293	1,606,237	2,727,633	1,572,277
Professional Services/Contracts	807,636	760,058	449,632	605,000	605,000	605,000
Travel, Training & Membership Dues	30,104	4,264	60	14,096	14,096	14,096
Interdepartmental Charges						
Depreciation		2,280	325			
Capital Acquisitions						
Debt Service	4,786,676	5,224,797	4,494,097	4,898,960	5,180,487	3,591,158
Extraordinary Loss		15,271,956				
Bad Debts & Other Losses						
Operating Transfers & Grants	19,803,147	16,780,123	18,676,637	25,067,907	19,531,053	20,269,659
Reimbursements from Other Funds	(4,567,193)	(4,741,381)	(5,242,324)	(6,719,676)	(6,927,906)	(6,133,308)
Other	116,040	109,440	109,440	109,440	109,440	109,440
Other Financing Uses		-	238,479			
General Fund Total	\$ 21,074,553	\$ 32,893,177	\$ 18,927,998	\$ 25,320,268	\$ 25,320,866	\$ 22,092,490

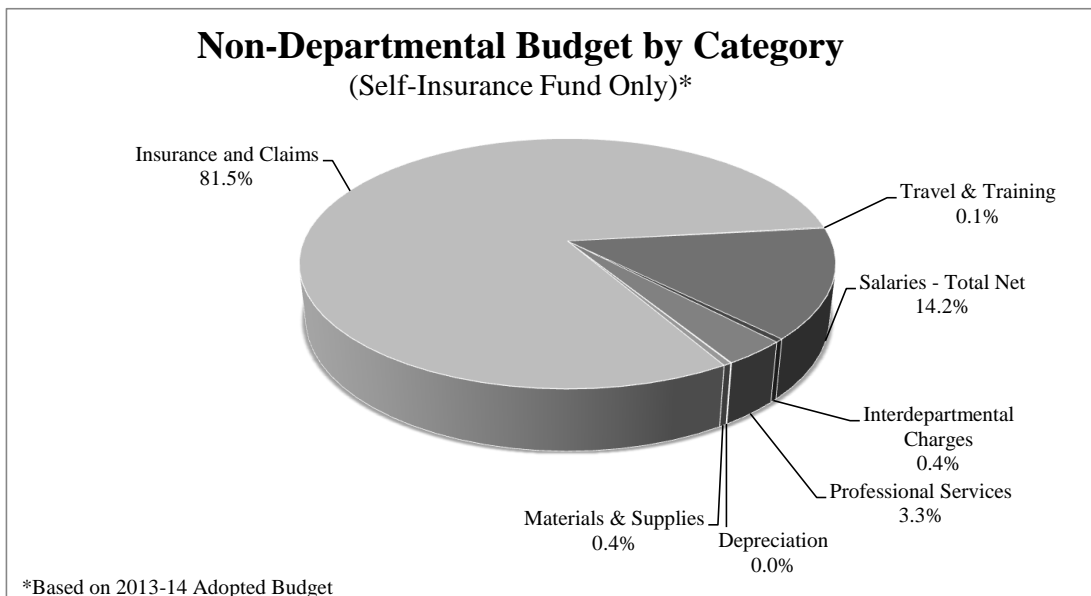


NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-	-	-
Salaries - Total	-	-	-	-	-	-
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	704,921	691,540	673,371	708,000	711,600	714,500
Salaries - Total Net	704,921	691,540	673,371	708,000	711,600	714,500
Supplies and Services	5,783,703	3,889,071	4,167,393	4,277,107	4,277,573	4,372,379
Capital Outlay	-	-	-	-	-	-
General Fund Total	\$ 6,488,624	\$ 4,580,611	\$ 4,840,764	\$ 4,985,107	\$ 4,989,173	\$ 5,086,879

NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries and Employee Benefits	\$ 704,921	\$ 691,540	\$ 673,371	\$ 708,000	\$ 711,600	\$ 714,500
Salary & Benefit Reimbursements	-	-	-	-	-	-
Materials, Supplies and Maintenance	13,692	20,971	23,569	20,995	20,995	20,995
Professional Services/Contracts	112,048	121,853	115,067	163,379	163,379	163,379
Travel, Training & Membership Dues	3,371	2,425	4,532	6,800	6,800	6,800
Depreciation	-	-	2,160	2,400	2,400	2,400
Insurance and Claims	5,631,078	3,720,132	3,987,847	4,061,779	4,061,779	4,151,779
Interdepartmental Charges	18,189	19,617	19,660	19,660	20,126	25,126
Capital Outlay	-	-	-	-	-	-
Operating Transfers Out	5,325	4,073	14,558	2,094	2,094	1,900
General Fund Total	\$ 6,488,624	\$ 4,580,611	\$ 4,840,764	\$ 4,985,107	\$ 4,989,173	\$ 5,086,879



**NON-DEPARTMENTAL
DEPARTMENT PERSONNEL SUMMARY
NON-DEPARTMENTAL - FIDUCIARY SERVICES AND PROVISIONS**

PROGRAM GOAL

To act in a fiduciary capacity; to maintain financial reserves.

PROGRAM OBJECTIVES

To provide budgetary provisions for the City's share of employee benefits and other City expenses not part of a department's budget.

PROGRAM BUDGET

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Salaries	\$ 69,620	\$ 48,513	\$ 285,575	\$ 899,332	\$ 5,242,091	\$ 3,136,168
Overtime	-	-	-	-	-	-
Salaries - Total	69,620	48,513	285,575	899,332	5,242,091	3,136,168
Salaries - Reimbursements	-	-	-	-	-	-
Salaries - Labor Charges	16,002	16,471	14,532	18,000	18,000	18,000
Salaries - Total Net	85,622	64,984	300,107	917,332	5,260,091	3,154,168
Supplies and Services	20,988,931	32,828,193	18,627,891	24,402,936	20,060,775	18,938,322
Capital Outlay	-	-	-	-	-	-
Program Total	\$ 21,074,553	\$ 32,893,177	\$ 18,927,998	\$ 25,320,268	\$ 25,320,866	\$ 22,092,490

PROGRAM REVENUES \$ 154,766,285 \$ 153,134,709 \$ 153,879,740 \$ 169,783,232 \$ 170,372,653 \$ 168,388,282

Retirement, Social Security and Miscellaneous Benefits

Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Social Security and miscellaneous benefits	75,880	67,802	306,447	914,332	5,257,091	3,151,168
Less: Reimbursements from other departments and programs for benefits	-	-	-	-	-	-
Employee Relations	20,702	20,735	14,592	30,721	30,721	30,721

Insurance

Employee insurance benefits	-	-	-	-	-	-
Retiree Health Insurance	-	-	-	-	-	-
Health Insurance Rebate Program	(3,985)	(17,469)	(17,792)	-	-	-
Fire/Property insurance	-	-	-	-	-	-
Employee life insurance	-	-	-	-	-	-
Professional services	13,691	14,576	15,486	25,000	25,000	25,000
Miscellaneous insurance	-	-	-	-	-	-
Less: Reimbursements from other departments and programs	(4,562,099)	(4,732,952)	(5,230,414)	(5,910,069)	(6,008,299)	(6,133,308)

Transfers

Transfer to Self Insurance	1,163,500	1,163,500	1,363,500	1,710,000	2,160,000	2,160,000
Transfer to Capital Improvement	375,400	-	1,000,000	-	-	450,000
Transfer to Cultural Arts Center	774,798	713,187	713,102	713,187	713,187	750,541
Transfer to Parks and Recreation Enterprise	3,290,007	3,358,787	3,315,195	2,624,681	2,622,481	2,622,481
Transfer to Fleet Services	550,000	450,050	450,050	450,050	450,050	450,050
Transfer to State Gas Tax	-	-	-	-	-	-
Transfer to Asset Forfeiture	-	-	-	-	-	-
Transfer to Torrance Public Financing	-	-	-	6,045,000	-	-
Transfer to Animal Control Fund	169,359	107,568	80,447	255,540	259,686	253,833
Transfer to Sanitation Fund	-	132,446	137,696	137,696	137,696	137,696
Transfer to Employee Benefit Fund	500,000	-	-	1,375,000	1,375,000	1,375,000
Transfer to CAC Grant	109,440	109,440	109,440	109,440	109,440	109,440
Transfer to Reorganization Fund	1,264,600	286,300	900,000	-	-	-
Transfer to Fire EMS Fund	8,369,855	8,683,857	8,819,602	9,524,390	9,575,090	9,818,390
Transfer to Street Lighting District	1,320,627	1,409,429	1,422,045	1,757,363	1,762,863	1,776,668
Transfer to PERS Mitigation	-	-	-	-	-	-

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Adopted	2014-15 Adopted (7-1-13)	2014-15 Amended
Lease-back Payments						
General Fund	4,081,915	4,032,175	4,104,450	4,098,960	4,380,487	3,591,158
Classification Study	-	-	-	-	-	-
Torrance CAC Foundation Grant	-	-	-	-	-	-
Fire Apparatus Replacement	400,000	400,000	400,000	400,000	400,000	400,000
Telephone Replacement	-	-	-	-	-	-
Computer Loan Program	-	-	-	-	-	-
Police Computer Replacement	75,000	75,000	75,000	75,000	75,000	75,000
Infrastructure Reserve	-	-	-	1,375	1,375	1,375
State Mitigation Reserve	-	-	-	-	-	-
Organizational Efficiency Reserve	-	-	-	-	-	-
City Bond Buy Back	704,761	1,194,902	628,451	800,000	800,000	-
Extraordinary Loss	-	15,271,956	-	-	-	-
Economic Development Reserve	1,550,000	-	-	-	-	-
Property Tax Admin. Cost	765,180	710,905	398,098	450,000	450,000	450,000
Training Reserve	-	-	-	-	-	-
Other Cost Increases	42,251	28,788	1,213	1,591,237	2,712,633	1,557,277
Repayment of RDA Debt	-	-	-	-	-	-
Other Reimbursements	(5,095)	(614,572)	(103,672)	(1,998,635)	(2,108,635)	(1,100,000)
Community Clean-Up	28,766	26,767	25,062	40,000	40,000	40,000
Right-of-Way Investment	-	-	-	100,000	100,000	100,000
Total	\$ 21,074,553	\$ 32,893,177	\$ 18,927,998	\$ 25,320,268	\$ 25,320,866	\$ 22,092,490

NON-DEPARTMENTAL - SELF INSURANCE**PROGRAM GOAL**

To act in a fiduciary capacity; to maintain financial reserves.

PROGRAM OBJECTIVES

To provide budgetary provisions for the City's share of employee benefits and other City expenses not part of a department's budget.
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PROGRAM BUDGET

	2010-11 Actual		2011-12 Actual		2012-13 Actual		2013-14 Adopted		2014-15 Adopted (7-1-13)		2014-15 Amended	
Salaries	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Overtime		-		-		-		-		-		-
Salaries - Total		-		-		-		-		-		-
Salaries - Reimbursements		-		-		-		-		-		-
Salaries - Labor Charges		704,921		691,540		673,371		708,000		711,600		714,500
Salaries - Total Net		704,921		691,540		673,371		708,000		711,600		714,500
Supplies and Services		5,783,703		3,889,071		4,167,393		4,277,107		4,277,573		4,372,379
Capital Outlay		-		-		-		-		-		-
Program Total	\$	6,488,624	\$	4,580,611	\$	4,840,764	\$	4,985,107	\$	4,989,173	\$	5,086,879

PROGRAM REVENUES

\$	3,724,171	\$	3,660,603	\$	3,825,291	\$	4,148,353	\$	4,598,353	\$	4,598,353
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INSURANCE TYPE

Worker's Compensation Insurance	\$	5,892,253	\$	3,262,175	\$	3,572,717	\$	3,575,590	\$	3,578,830	\$	3,623,856
Liability Insurance		355,011		1,117,750		1,163,574		1,169,517		1,170,343		1,223,023
Unemployment Insurance		241,360		200,686		104,473		240,000		240,000		240,000
Program Total	\$	6,488,624	\$	4,580,611	\$	4,840,764	\$	4,985,107	\$	4,989,173	\$	5,086,879

AIRPORT ENTERPRISE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	<i>Audited 10-11</i>	<i>Audited 11-12</i>	<i>Audited 12-13</i>
ASSETS			
<i>Current Assets</i>			
Pooled cash and investments	\$ 5,040,737	\$ 5,861,707	\$ 6,462,618
Accounts receivable	253,882	259,845	254,529
Accrued interest receivable	19,052	26,685	26,363
Prepays	-	-	1,806
<i>Total Current Assets</i>	5,313,671	6,148,237	6,745,316
Capital assets, net	7,300,867	6,926,223	6,620,548
Total Assets	\$ 12,614,538	\$ 13,074,460	\$ 13,365,864
<i>LIABILITIES AND NET POSITION</i>			
<i>Current Liabilities</i>			
Accounts payable	\$ 135,684	\$ 70,142	\$ 101,253
Accrued liabilities	111,113	99,855	130,025
Unearned revenues	130,983	207,906	265,273
<i>Total Current Liabilities</i>	377,780	377,903	496,551
<i>Net Position</i>			
Net investment in capital assets	7,300,867	6,926,223	6,620,548
Unrestricted	4,935,891	5,770,334	6,248,765
<i>Total Net Position</i>	12,236,758	12,696,557	12,869,313
Total Liabilities and Net Position	\$ 12,614,538	\$ 13,074,460	\$ 13,365,864

AIRPORT ENTERPRISE FUND

STATEMENT OF REVENUES AND EXPENSES - ACTUALS **FISCAL YEARS ENDED JUNE 30**

	<i>Audited</i> <i>10-11</i>	<i>Audited</i> <i>11-12</i>	<i>Audited</i> <i>12-13</i>
OPERATING REVENUES			
Leased land area rentals	\$ 8,290,601	\$ 8,807,915	\$ 9,067,591
Hangar and building rentals	2,420,218	2,443,813	2,466,005
Airfield fees and charges	166,916	164,891	164,678
Other	18,131	478,909	28,509
Total Operating Revenues	10,895,866	11,895,528	11,726,783
OPERATING EXPENSES			
Salaries and employee benefits	1,583,428	1,449,149	1,441,017
Services and supplies	315,606	289,491	327,448
Other professional services	344,538	393,815	372,076
Depreciation and amortization	270,217	374,644	371,677
Insurance and claims	21,274	28,152	16,449
City charges	2,649,052	2,656,620	2,685,933
Other	24,411	110,963	39,018
Total Operating Expenses	5,208,526	5,302,834	5,253,618
OPERATING INCOME	5,687,340	6,592,694	6,473,165
NON-OPERATING REVENUES AND EXPENSES			
Investment earnings	65,737	93,601	79,071
Interest expense	(125,550)	(102,000)	(77,000)
Total Non-Operating Revenues and Expenses	(59,813)	(8,399)	2,071
Income before transfers	5,627,527	6,584,295	6,475,236
Transfers Out	(5,969,124)	(6,124,496)	(6,302,480)
CHANGE IN NET POSITION	\$ (341,597)	\$ 459,799	\$ 172,756

AIRPORT ENTERPRISE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited 10-11</i>	<i>Audited 11-12</i>	<i>Audited 12-13</i>
Cash flows from operating activities:			
Operating income	\$5,687,340	\$6,592,694	\$6,473,165
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation	270,217	374,644	371,677
(Increase) decrease in accounts receivable	15,029	(5,962)	5,316
(Increase) decrease in prepaids	-	-	(1,806)
Increase (decrease) in deposits and guarantees	(2,884)	2,874	(5,022)
Increase (decrease) in accounts payable	75,934	698	5,306
Increase (decrease) in accrued liabilities	9,344	(11,255)	30,156
Increase (decrease) in unearned revenues	(100,312)	76,923	57,367
Net cash provided by operating activities	5,954,668	7,030,616	6,936,159
Cash flows from capital financing activities:			
Payments for capital additions	(328,252)	(69,118)	(35,160)
Payments for long-term obligations	(125,550)	(102,000)	(77,000)
Net cash used by capital financing activities	(453,802)	(171,118)	(112,160)
Cash flows from noncapital financing activities:			
Cash paid to other funds	(5,969,124)	(6,124,496)	(6,302,480)
Net cash used by noncapital financing activities	(5,969,124)	(6,124,496)	(6,302,480)
Cash flows from investing activities:			
Cash received from interest on investments	93,167	85,968	79,392
Net cash provided by investing activities	93,167	85,968	79,392
Net increase (decrease) in cash and cash equivalents:	(375,091)	820,970	600,911
Cash and cash equivalents, July 1	\$5,415,828	\$5,040,737	\$5,861,707
Cash and cash equivalents, June 30	\$5,040,737	\$5,861,707	\$6,462,618

CULTURAL ARTS CENTER ENTERPRISE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	<i>Audited 10-11</i>	<i>Audited 11-12</i>	<i>Audited 12-13</i>
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 298,157	\$ 240,190	\$ 82,125
Accounts receivable	29,707	20,143	27,687
Total Current Assets	327,864	260,333	109,812
Capital assets, net	520,972	492,094	464,503
Total Assets	\$ 848,836	\$ 752,427	\$ 574,315
LIABILITIES AND NET POSITION			
Current Liabilities:			
Accounts payable	\$ 222,682	\$ 254,873	\$ 207,718
Accrued liabilities	83,853	87,948	86,357
Total Current Liabilities	306,535	342,821	294,075
Net Position:			
Net investment in capital assets	520,972	492,094	464,503
Unrestricted	21,329	(82,488)	(184,263)
Total Net Position	542,301	409,606	280,240
Total Liabilities and Net Position	\$ 848,836	\$ 752,427	\$ 574,315

CULTURAL ARTS CENTER ENTERPRISE FUND

STATEMENT OF REVENUES AND EXPENSES - ACTUALS FISCAL YEARS ENDED JUNE 30

	<i>Audited 10-11</i>	<i>Audited 11-12</i>	<i>Audited 12-13</i>
OPERATING REVENUES			
Charges for services	\$ 994,950	\$ 1,038,032	\$ 1,042,732
Other	-	250	-
Total Operating Revenues	<u>994,950</u>	<u>1,038,282</u>	<u>1,042,732</u>
OPERATING EXPENSES			
Salaries and employee benefits	1,506,095	1,500,521	1,370,573
Services and supplies	74,083	70,031	71,769
Other professional services	263,525	251,951	273,169
Depreciation and amortization	18,633	28,879	27,591
City charges	107,674	108,563	109,235
Other	7,054	21,605	130,303
Total Operating Expenses	<u>1,977,064</u>	<u>1,981,550</u>	<u>1,982,640</u>
OPERATING LOSS	<u>(982,114)</u>	<u>(943,268)</u>	<u>(939,908)</u>
NON-OPERATING REVENUES			
Grants	109,440	109,440	109,440
Total Non-Operating Revenues	<u>109,440</u>	<u>109,440</u>	<u>109,440</u>
Loss before transfers	<u>(872,674)</u>	<u>(833,828)</u>	<u>(830,468)</u>
Transfers In	774,799	713,187	713,101
Transfers Out	(9,862)	(12,054)	(11,999)
CHANGE IN NET POSITION	<u>\$ (107,737)</u>	<u>\$ (132,695)</u>	<u>\$ (129,366)</u>

CULTURAL ARTS CENTER ENTERPRISE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 10-11	<i>Audited</i> 11-12	<i>Audited</i> 12-13
Cash flows from operating activities:			
Operating loss	(\$982,114)	(\$943,268)	(\$939,908)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	18,633	28,879	27,591
(Increase) decrease in accounts receivable	6,891	9,563	(7,544)
Increase (decrease) in accounts payable	9,897	(13,213)	41,476
Increase (decrease) in accrued liabilities	(12,670)	3,925	(1,591)
Increase (decrease) in deposits and guarantees	24,316	45,574	(88,631)
Net cash used by operating activities	<u>(935,047)</u>	<u>(868,540)</u>	<u>(968,607)</u>
Cash flows from capital financing activities:			
Payments for capital additions	<u>(78,509)</u>	-	-
Net cash used by capital financing activities	<u>(78,509)</u>	-	-
Cash flows from noncapital financing activities:			
Cash received from other funds	774,799	713,187	713,101
Cash paid to other funds	(9,862)	(12,054)	(11,999)
Cash received from grants	<u>109,440</u>	<u>109,440</u>	<u>109,440</u>
Net cash provided by noncapital financing activities	<u>874,377</u>	<u>810,573</u>	<u>810,542</u>
 Net decrease in cash and cash equivalents	 (139,179)	 (57,967)	 (158,065)
Cash and cash equivalents, July 1	\$437,336	\$298,157	\$240,190
Cash and cash equivalents, June 30	<u>\$298,157</u>	<u>\$240,190</u>	<u>\$82,125</u>

FLEET SERVICES FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	Audited 10-11	Audited 11-12	Audited 12-13
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 13,905,768	\$ 16,203,340	\$ 16,921,440
Accounts receivable	12,197	10,000	73,150
Accrued interest receivable	49,052	73,795	69,133
Inventories	1,174,823	1,211,849	1,211,762
Total Current Assets	15,141,840	17,498,984	18,275,485
Capital assets, net	8,983,380	8,227,635	9,055,404
Total Assets	\$ 24,125,220	\$ 25,726,619	\$ 27,330,889
LIABILITIES AND NET POSITION			
Current Liabilities :			
Accounts payable	\$ 338,736	\$ 349,351	\$ 256,052
Accrued liabilities	398,955	399,995	461,570
Capital lease payable	-	-	102,068
Total Current Liabilities	737,691	749,346	819,690
Capital lease payable, long-term	-	-	208,053
Total Liabilities	737,691	749,346	1,027,743
Fund Balance:			
Net investment in capital assets	8,983,380	8,227,635	8,745,283
Unrestricted	14,404,149	16,749,638	17,557,863
Total Fund Balance	23,387,529	24,977,273	26,303,146
Total Liabilities and Fund Balance	\$ 24,125,220	\$ 25,726,619	\$ 27,330,889

FLEET SERVICES FUND

STATEMENT OF REVENUES AND EXPENSES - ACTUALS **FISCAL YEARS ENDED JUNE 30**

	Audited 10-11	Audited 11-12	Audited 12-13
OPERATING REVENUES			
Charges for services	\$ 5,587,443	\$ 5,651,309	\$ 5,751,774
Total Operating Revenues	<u>5,587,443</u>	<u>5,651,309</u>	<u>5,751,774</u>
OPERATING EXPENSES			
Salaries and employee benefits	3,040,892	2,884,165	2,982,521
Materials and services	393,247	680,325	279,762
Other Professional Services	54,202	48,013	53,153
Insurance and claims	7,555	7,555	7,555
Depreciation	1,901,711	1,543,732	1,757,988
City Charges	113,520	114,497	110,529
Other	5,961	9,061	33,347
Total Operating Expenses	<u>5,517,088</u>	<u>5,287,348</u>	<u>5,224,855</u>
OPERATING INCOME	<u>70,355</u>	<u>363,961</u>	<u>526,919</u>
NON-OPERATING REVENUES (EXPENSES)			
Investment Earnings	172,424	238,595	191,635
Other, net	(1,886)	10,576	-
Gain on sale of capital assets	52,582	70,015	128,456
Loss on disposal of capital assets	-	-	(4,432)
Interest Expense	-	-	(2,828)
Total Non-Operating Revenues (Expenses)	<u>223,120</u>	<u>319,186</u>	<u>312,831</u>
Net Income Before Transfers	<u>293,475</u>	<u>683,147</u>	<u>839,750</u>
Transfers In	670,813	926,350	504,201
Transfers Out	(13,578)	(19,753)	(18,078)
CHANGE IN FUND BALANCE	<u>\$ 950,710</u>	<u>\$ 1,589,744</u>	<u>\$ 1,325,873</u>

FLEET SERVICES FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited 10-11</i>	<i>Audited 11-12</i>	<i>Audited 12-13</i>
Cash flows from operating activities:			
Operating income	\$ 70,355	\$ 363,961	\$ 526,919
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation	1,901,711	1,543,732	1,757,988
(Increase) decrease in accounts receivable	(10,219)	12,198	-
(Increase) decrease in inventories	(100,373)	(37,026)	87
Increase (decrease) in accounts payable	82,063	(10,063)	(8,475)
Increase (decrease) in accrued salaries and benefits	22,270	1,040	61,575
Net cash provided by operating activities	<u>1,965,807</u>	<u>1,873,842</u>	<u>2,338,094</u>
Cash flows from capital financing activities:			
Payments for capital additions	(1,267,162)	(777,310)	(2,433,024)
Proceeds from sale of capital assets	52,582	70,015	130,610
Proceeds from insurance settlement	-	10,576	-
Net cash used by capital financing activities	<u>(1,214,580)</u>	<u>(696,719)</u>	<u>(2,302,414)</u>
Cash flows from noncapital financing activities:			
Cash received from other funds	685,813	926,350	504,201
Cash paid to other funds	(28,578)	(19,753)	(18,078)
Net cash provided by noncapital financing activities	<u>657,235</u>	<u>906,597</u>	<u>486,123</u>
Cash flows from investing activities:			
Cash received from interest on investments	235,417	213,852	196,297
Net cash provided by investing activities	<u>235,417</u>	<u>213,852</u>	<u>196,297</u>
Net increase in cash and cash equivalents	<u>1,643,879</u>	<u>2,297,572</u>	<u>718,100</u>
Cash and cash equivalents, July 1	12,261,889	13,905,768	16,203,340
Cash and cash equivalents, June 30	<u>\$ 13,905,768</u>	<u>\$ 16,203,340</u>	<u>\$ 16,921,440</u>

GENERAL FUND
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 10-11	<i>Audited</i> 11-12	<i>Audited</i> 12-13
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 58,260,422	\$ 64,416,869	\$ 58,161,227
Accounts receivable	6,740,258	7,465,291	8,834,645
Accrued interest receivable	431,279	494,413	418,668
Due from other funds	2,245,797	3,500,188	1,599,140
Due from other governments	6,120,539	8,125,962	7,749,795
Interfund advances receivable	15,516,788	15,271,956	54,302,310
Prepays	337,552	1,000,567	256,761
Total Assets	\$ 89,652,635	\$ 100,275,246	\$ 131,322,546
LIABILITIES AND FUND BALANCE			
Liabilities:			
Accounts payable	\$ 2,143,239	\$ 2,738,675	\$ 1,542,393
Accrued liabilities	2,153,018	6,239,298	5,781,624
Unearned revenue	-	-	9,722
Deposits and guarantees	19,077	228	14,085
Notes payable	33,000,000	38,000,000	32,500,000
Interfund advances payable	600,000	600,000	600,000
Total Liabilities	37,915,334	47,578,201	40,447,824
Fund Balance:			
Nonspendable -			
Advances, net	14,916,788	14,671,956	53,702,310
Prepays	337,552	1,000,567	256,761
Restricted for -			
Culture and recreation	772,425	1,128,008	1,252,662
Assigned to -			
Culture and recreation	2,851,538	3,183,286	3,706,213
Public safety	691,319	170,162	146,320
Special project reserves	9,602,211	9,943,482	9,388,503
Capital projects	7,809,103	6,499,983	6,956,112
Unassigned	14,756,365	16,099,601	15,465,841
Total Fund Balance	51,737,301	52,697,045	90,874,722
Total Liabilities and Fund Balance	\$ 89,652,635	\$ 100,275,246	\$ 131,322,546

GENERAL FUND

STATEMENT OF REVENUES FOR FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 10-11	<i>Audited</i> 11-12	<i>Audited</i> 12-13
Local Taxes			
Property Taxes:			
Current secured taxes	\$ 24,984,119	\$ 25,834,196	\$ 26,835,497
Current unsecured taxes	1,154,209	1,136,110	1,127,955
Prior years' secured taxes	115,012	(49,827)	649,047
Prior years' unsecured taxes	125,788	38,192	38,818
Property/sales flip taxes	8,600,381	9,321,765	10,090,541
VLF swap and repayment taxes	11,074,900	11,201,890	11,257,216
Aircraft assessment taxes	178,647	287,810	177,968
Penalties and interest	320,796	188,614	230,673
Supplemental prior year secured taxes	21,826	(5)	-
Supplemental current year secured taxes	267,847	359,327	483,617
Redemption	1,091,905	699,428	642,527
	<u>47,935,430</u>	<u>49,017,500</u>	<u>51,533,859</u>
Taxes Other Than Property:			
Sales and use tax	28,965,148	30,163,249	31,804,636
Prop 172 sales tax	1,201,164	1,427,890	1,396,766
Business license tax	7,540,927	7,950,717	8,319,038
Business and alarm permit tax	551,897	620,467	533,299
Utility users' tax	31,357,562	30,348,324	30,530,728
Construction tax	693,972	1,016,044	972,936
Real property transfer tax	468,710	470,050	623,928
Franchise tax - all other	6,384,882	7,933,224	6,302,778
Public education government fees	338,557	355,584	373,439
Occupancy tax	6,958,891	7,900,186	8,636,314
Oil severance tax	7,375	10,913	8,760
Congeneration tax	1,552,381	1,095,598	1,011,917
	<u>86,021,466</u>	<u>89,292,246</u>	<u>90,514,539</u>
Total Local Taxes	<u>133,956,896</u>	<u>138,309,746</u>	<u>142,048,398</u>
Licenses, Fees and Permits:			
Fire permits	116,693	117,138	127,483
Construction/excavation permits	46,947	43,867	46,427
Grading permits	33,295	65,771	46,318
Combined building-resident permits	-	-	73
Building permits	956,695	1,074,026	1,182,320
Plumbing permits	52,553	70,238	78,455
Electrical permits	71,143	71,333	80,244
Mechanical permits	38,354	38,252	43,003
Special energy inspection fees	239,054	352,020	356,975
Sign permits and filing fees	51,595	55,238	46,670
Other licenses and permits	612	612	1,840
Oversized vehicle permits	14,344	11,000	15,695
Building TEQECC filing fees	17,933	19,579	19,053
Total Licenses, Fees and Permits	<u>1,639,218</u>	<u>1,919,074</u>	<u>2,044,556</u>
Fines, Forfeitures and Penalties:			
Parking citations	312,390	452,396	387,905
Traffic fines	440,384	402,908	445,299
General fines	331,719	370,477	176,609
Total Fines, Forfeitures and Penalties	<u>1,084,493</u>	<u>1,225,781</u>	<u>1,009,813</u>

GENERAL FUND

STATEMENT OF REVENUES FOR FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 10-11	<i>Audited</i> 11-12	<i>Audited</i> 12-13
Revenue From Use of Money and Property:			
Investment earnings	\$ 1,104,147	\$ 1,375,188	\$ 78,750
Rents and concessions	1,310,431	1,347,764	1,368,874
Royalties	4,626	11,204	11,767
Total Revenue From Use of Money and Property	2,419,204	2,734,156	1,459,391
Revenue From Other Intergovernmental Agencies:			
State motor vehicle licenses	684,566	74,069	76,748
State homeowners' property tax relief	236,485	234,829	227,587
Other state grants	99,087	103,173	80,386
Total Revenue From Other Intergov't Agencies	1,020,138	412,071	384,721
Charges For Current Services:			
TUSD collection fees	12,234	10,680	11,070
Planning and zoning fees	286,588	229,957	241,636
Traffic signal maintenance	144,795	166,482	180,979
Environmental review and appeal fees	-	7,178	-
Vacation processing fees	1,989	-	5,504
Large family daycare unit	483	511	519
State encroachment collection fees	2,138	2,540	2,558
Grading	23,138	35,109	31,849
Plan check fees - building	553,578	710,122	671,820
Plan check fees - engineering	8,859	10,947	9,460
Oil related inspection fees	1,663	11,750	633
Appeal fees	1,620	1,250	1,715
Other inspection fees	204,414	341,134	265,574
Engineering mapping fees	8,483	9,583	9,177
Engineering inspection fees	140,350	143,848	145,941
Parkway tree planting charges	145	-	-
General government service charges	2,732	1,921	1,925
Microfilming fees	152,645	160,679	194,846
Police charges-copies and photos	8,783	9,353	9,601
Police charges-fingerprinting and other	503,289	523,503	428,125
Fire department fees	752,552	1,179,478	814,330
Fire department fees-hazardous materials fees	1,163,062	9,098	701,521
Parks and recreational fees	406,848	380,593	407,056
Miscellaneous	21,416	20,201	20,309
Library revenues	154,297	143,852	132,637
In lieu charges to Enterprise Funds -			
Airport Fund	1,900,000	1,900,000	1,900,000
Water Fund	718,000	718,000	718,000
Total Charges For Current Services	7,174,101	6,727,769	6,906,785
Other Revenues:			
Donations-private sources	73,074	62,209	102,470
Miscellaneous	991,938	535,273	22,106
Premium tax revenue anticipation notes	530,970	1,012,320	242,450
Total Other Revenues	1,595,982	1,609,802	367,026
Total Revenues	\$ 148,890,032	\$ 152,938,399	\$ 154,220,690

GENERAL FUND

STATEMENT OF EXPENDITURES FOR FISCAL YEARS ENDED JUNE 30

	Audited 10-11	Audited 11-12	Audited 12-13
General Government:			
City Council	\$ 395,025	\$ 367,993	\$ 379,528
Commissions/Committees -			
Parks and Recreation	32,837	26,423	24,961
Planning	37,006	13,590	14,635
Environmental Quality	11,012	2,788	3,206
Cultural Arts	13,467	8,860	8,254
Traffic	6,278	3,569	3,417
Youth Council	11,332	16,424	7,344
Civil Service	197,555	208,431	130,703
Commission on Aging	5,935	1,833	2,219
Library	9,210	5,415	5,958
Disaster Council	260	-	-
City Manager	4,144,291	3,931,075	3,837,418
City Attorney	1,948,061	1,993,203	1,936,615
City Clerk	847,245	955,219	962,576
City Treasurer	716,380	854,664	904,398
Finance	3,542,670	3,965,022	3,877,570
Human Resources	2,349,193	1,867,093	1,815,497
Civil Service	180,038	187,843	301,205
Communications and Information Technology	4,514,966	4,257,716	4,501,699
General Services	3,574,820	3,448,040	3,244,854
Less: indirect cost allocation, other funds	(4,562,099)	(4,732,952)	(5,230,414)
Total General Government	17,975,482	17,382,249	16,731,643
Nondepartmental:			
Insurance, net	13,691	14,576	15,486
Leaseback payments	4,081,915	4,032,175	4,104,450
Community promotion	173,944	280,750	154,297
Employee benefits, net	839,608	680,186	590,759
Other	3,012,205	1,420,264	732,886
Total Nondepartmental	8,121,363	6,427,951	5,597,878
Public Safety:			
Police	61,778,984	64,637,318	65,445,939
Fire	26,001,361	25,519,209	27,227,977
Building and Safety	3,230,677	2,969,386	2,991,778
Total Public Safety	91,011,022	93,125,913	95,665,694
Public Works:			
Street	10,570,914	9,121,333	11,103,789
Total Public Works	10,570,914	9,121,333	11,103,789
Culture and Recreation:			
Community Services	13,965,663	13,507,550	13,499,223
Total Culture and Recreation	13,965,663	13,507,550	13,499,223
Community Development			
Planning	4,442,625	3,905,329	3,916,116
Total Community Development	4,442,625	3,905,329	3,916,116
Total Expenditures	\$ 146,087,069	\$ 143,470,325	\$ 146,514,343

PARKS AND RECREATION ENTERPRISE FUND

**BALANCE SHEET
FISCAL YEARS ENDED JUNE 30**

	Audited 10-11	Audited 11-12	Audited 12-13
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 2,073	\$ -	\$ 379,251
Accounts receivable	66,836	25,231	17,207
Due from other governments	125,026	-	-
Prepays	-	7,384	311
Total Current Assets	193,935	32,615	396,769
Capital assets, net	17,747	16,249	15,333
Total Assets	\$ 211,682	\$ 48,864	\$ 412,102
LIABILITIES AND NET POSITION			
Current Liabilities:			
Accounts payable	\$ 110,841	\$ 90,217	\$ 129,120
Accrued liabilities	20,212	-	81,461
Unearned revenue	723,005	585,972	635,784
Due to other funds	496,982	-	-
Total Current Liabilities	1,351,040	676,189	846,365
Net Position			
Net investment in capital assets	17,747	16,249	15,333
Unrestricted	(1,157,105)	(643,574)	(449,596)
Total Net Position	(1,139,358)	(627,325)	(434,263)
Total Liabilities and Net Position	\$ 211,682	\$ 48,864	\$ 412,102

PARKS AND RECREATION ENTERPRISE FUND

STATEMENT OF REVENUES AND EXPENSES - ACTUALS FISCAL YEARS ENDED JUNE 30

	<i>Audited 10-11</i>	<i>Audited 11-12</i>	<i>Audited 12-13</i>
<i>OPERATING REVENUES</i>			
Charges for services	\$ 4,146,036	\$ 4,276,592	\$ 3,980,093
Other	11,273	2,022	13,709
<i>Total Operating Revenues</i>	<i>4,157,309</i>	<i>4,278,614</i>	<i>3,993,802</i>
<i>OPERATING EXPENSES</i>			
Salaries and employee benefits	5,146,478	5,104,152	4,786,013
Services and supplies	1,048,556	970,399	945,757
Other professional services	975,083	846,238	794,751
Depreciation and amortization	1,498	1,498	916
Insurance and claims	9,516	9,396	19,396
City charges	727,001	756,609	753,819
Other	16,237	9,043	7,969
<i>Total Operating Expenses</i>	<i>7,924,369</i>	<i>7,697,335</i>	<i>7,308,621</i>
<i>OPERATING LOSS</i>	<i>(3,767,060)</i>	<i>(3,418,721)</i>	<i>(3,314,819)</i>
<i>Transfers In</i>	<i>3,290,007</i>	<i>3,975,849</i>	<i>3,553,674</i>
<i>Transfers Out</i>	<i>(51,686)</i>	<i>(45,095)</i>	<i>(45,793)</i>
<i>CHANGE IN NET POSITION</i>	<i>\$ (528,739)</i>	<i>\$ 512,033</i>	<i>\$ 193,062</i>

PARKS AND RECREATION ENTERPRISE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited 10-11</i>	<i>Audited 11-12</i>	<i>Audited 12-13</i>
Cash flows from operating activities:			
Operating loss	\$ (3,767,060)	\$ (3,418,721)	\$ (3,314,819)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	1,498	1,498	916
(Increase) decrease in accounts receivable	(64,800)	41,605	8,024
(Increase) decrease in due from other government	97,989	125,026	-
(Increase) decrease in prepaids	5,053	(7,384)	7,073
Increase (decrease) in accounts payable	(17,490)	(20,624)	38,903
Increase (decrease) in due to other funds	346,390	(496,982)	-
Increase (decrease) in other accrued liabilities	20,211	(20,212)	81,461
Increase (decrease) in unearned revenue	141,961	(137,033)	49,812
Net cash used by operating activities	(3,236,248)	(3,932,827)	(3,128,630)
Cash flows from noncapital financing activities:			
Cash received from other funds	3,290,007	3,975,849	3,553,674
Cash paid to other funds	(51,686)	(45,095)	(45,793)
Net cash provided by noncapital financing activities	3,238,321	3,930,754	3,507,881
Net increase (decrease) in cash and cash equivalents	2,073	(2,073)	379,251
Cash and cash equivalents, July 1	-	2,073	-
Cash and cash equivalents, June 30	\$ 2,073	\$ -	\$ 379,251

SANITATION ENTERPRISE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	Audited 10-11	Audited 11-12	Audited 12-13
ASSETS			
Pooled cash and investments	\$ 891,934	\$ 153,407	\$ -
Accounts receivable	1,751,335	1,673,890	2,129,326
Due from other governments	39,330	-	-
Total Current Assets	2,682,599	1,827,297	2,129,326
Capital assets, net	19,674	7,248	-
Total Assets	\$ 2,702,273	\$ 1,834,545	\$ 2,129,326
LIABILITIES AND NET POSITION			
Accounts payable	\$ 449,161	\$ 208,583	\$ 323,140
Due to other funds	-	308,266	658,732
Accrued liabilities	623,302	377,784	412,109
Total Liabilities	1,072,463	894,633	1,393,981
Net Position			
Net investment in capital assets	19,674	7,248	-
Unrestricted	1,610,136	932,664	735,345
Total Net Position	1,629,810	939,912	735,345
Total Liabilities and Net Position	\$ 2,702,273	\$ 1,834,545	\$ 2,129,326

SANITATION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 10-11	<i>Audited</i> 11-12	<i>Audited</i> 12-13
OPERATING REVENUES			
Refuse fee revenue	\$ 7,372,205	\$ 8,058,538	\$ 8,398,925
Sewer fee revenue	1,287,166	-	-
Recycling fee revenue	1,491,947	1,845,908	1,834,364
AB 939 fee revenue	714,258	749,412	756,464
Total Operating Revenues	<u>10,865,576</u>	<u>10,653,858</u>	<u>10,989,753</u>
OPERATING EXPENSES			
Salaries and employee benefits	4,670,393	3,968,034	4,011,221
Services and supplies	3,520,925	3,995,455	4,301,772
Other professional services	2,546,477	2,501,312	2,199,597
Depreciation and amortization	23,235	12,426	7,248
Insurance and claims	91,503	130,655	123,103
City charges	938,784	716,064	686,137
Other	38,970	1,833	58,538
Total Operating Expenses	<u>11,830,287</u>	<u>11,325,779</u>	<u>11,387,616</u>
OPERATING LOSS	<u>(964,711)</u>	<u>(671,921)</u>	<u>(397,863)</u>
NON-OPERATING REVENUES (EXPENSES)			
Investment earnings	26,408	2,586	(8,219)
Grants	92,974	74,144	45,238
Total Non-Operating Revenues, Net	<u>119,382</u>	<u>76,730</u>	<u>37,019</u>
Loss Before Transfers	<u>(845,329)</u>	<u>(595,191)</u>	<u>(360,844)</u>
Transfers Due To Reorganization	-	87,775	-
Transfers In	75,000	158,262	163,511
Transfers Out	(50,825)	(340,744)	(7,234)
CHANGE IN NET POSITION	<u>\$ (821,154)</u>	<u>\$ (689,898)</u>	<u>\$ (204,567)</u>

SANITATION ENTERPRISE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 10-11	<i>Audited</i> 11-12	<i>Audited</i> 12-13
Cash flows from operating activities:			
Operating loss	\$ (964,711)	\$ (671,921)	\$ (397,863)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	23,235	12,426	7,248
(Increase) decrease in accounts receivable	(293,675)	77,445	(455,436)
(Increase) decrease in prepaids	251	-	-
(Increase) decrease in due from other governments	(24,678)	39,330	-
Increase (decrease) in accounts payable	112,203	(240,578)	114,557
Increase (decrease) in accrued liabilities	59,177	-	-
Increase (decrease) in due to other funds	-	308,266	350,466
Increase (decrease) in accrued salaries and benefits	-	(245,518)	34,325
Net cash used by operating activities	(1,088,198)	(720,550)	(346,703)
Cash flows from noncapital financing activities:			
Cash received from grants	92,974	74,144	45,238
Cash received from other funds	75,000	158,262	163,511
Transfer due to reorganization	-	87,775	-
Cash paid to other funds	(50,825)	(340,744)	(7,234)
Net cash provided (used) by noncapital financing activities	117,149	(20,563)	201,515
Cash flows from investing activities:			
Cash paid for interest on debt	-	-	(8,219)
Cash received from interest on investments	26,408	2,586	-
Net cash provided (used) by investing activities	26,408	2,586	(8,219)
Net decrease in cash and cash equivalents	(944,641)	(738,527)	(153,407)
Cash and cash equivalents, July 1	1,836,575	891,934	153,407
Cash and cash equivalents, June 30	\$ 891,934	\$ 153,407	\$ -

SELF INSURANCE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	<i>Audited 10-11</i>	<i>Audited 11-12</i>	<i>Audited 12-13</i>
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 8,615,725	\$ 7,483,066	\$ 6,554,698
Accounts receivable	1,367	-	16,925
Other prepayments	-	-	50
Total Current Assets	8,617,092	7,483,066	6,571,673
Capital assets, net	-	11,782	9,622
Total Assets	\$ 8,617,092	\$ 7,494,848	\$ 6,581,295
LIABILITIES AND FUND BALANCE			
Liabilities:			
Current Liabilities:			
Accounts payable	\$ 338,308	\$ 136,072	\$ 226,982
Accrued salaries and benefits	-	-	11,010
Accrued liabilities for self-ins claims-current	9,648,916	9,648,916	9,648,916
Total Current Liabilities	9,987,224	9,784,988	9,886,908
Accrued liabilities for self-ins claims-long term	16,754,831	16,754,831	16,754,831
Total Liabilities	26,742,055	26,539,819	26,641,739
Fund Balance (Deficit):			
Net investment in capital assets	-	11,782	9,622
Unrestricted	(18,124,963)	(19,056,753)	(20,070,066)
Total Fund Balance (Deficit)	(18,124,963)	(19,044,971)	(20,060,444)
Total Liabilities and Fund Balance (Deficit)	\$ 8,617,092	\$ 7,494,848	\$ 6,581,295

SELF INSURANCE FUND

**STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30**

	<i>Audited 10-11</i>	<i>Audited 11-12</i>	<i>Audited 12-13</i>
OPERATING REVENUES			
Charges for services	\$ 2,560,671	\$ 2,497,103	\$ 2,461,791
Total Operating Revenues	<u>2,560,671</u>	<u>2,497,103</u>	<u>2,461,791</u>
OPERATING EXPENSES			
Salaries and benefits	704,921	691,541	673,371
Materials and services	13,692	20,971	23,569
Other professional services	112,048	121,852	115,067
Insurance and claims	5,631,078	3,720,132	3,987,847
Depreciation	-	-	2,160
City charges	18,189	19,617	19,660
Other	3,371	2,425	4,532
Total Operating Expenses	<u>6,483,299</u>	<u>4,576,538</u>	<u>4,826,206</u>
OPERATING LOSS	<u>(3,922,628)</u>	<u>(2,079,435)</u>	<u>(2,364,415)</u>
Transfers In	1,163,500	1,163,500	1,363,500
Transfers Out	(5,325)	(4,073)	(14,558)
CHANGE IN FUND BALANCE (DEFICIT)	<u>\$ (2,764,453)</u>	<u>\$ (920,008)</u>	<u>\$ (1,015,473)</u>

SELF INSURANCE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited 10-11</i>	<i>Audited 11-12</i>	<i>Audited 12-13</i>
Cash flows from operating activities:			
Operating loss	\$ (3,922,628)	\$ (2,079,435)	\$ (2,364,415)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	-	-	2,160
(Increase) decrease in accounts receivable	(1,367)	1,367	(16,925)
(Increase) decrease in prepaids	270,928	-	(50)
Increase (decrease) in accounts payable	299,292	(202,236)	90,910
Increase (decrease) in other accrued liabilities	(40,000)	-	-
Increase (decrease) in accrued salaries and benefits	-	-	11,010
Increase (decrease) in accrued liabilities for self ins. claims	1,493,556	-	-
Net cash used by operating activities	(1,900,219)	(2,280,304)	(2,277,310)
Cash flows from capital financing activities:			
Payments for capital additions	-	(11,782)	-
Net cash used by capital financing activities	-	(11,782)	-
Cash flows from noncapital financing activities:			
Cash received from other funds	2,163,500	1,163,500	1,363,500
Cash paid to other funds	(5,325)	(4,073)	(14,558)
Net cash provided by noncapital financing activities	2,158,175	1,159,427	1,348,942
Increase (decrease) in cash and cash equivalents	257,956	(1,132,659)	(928,368)
Cash and cash equivalents, July 1	8,357,769	8,615,725	7,483,066
Cash and cash equivalents, June 30	\$ 8,615,725	\$ 7,483,066	\$ 6,554,698

SEWER ENTERPRISE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 10-11	<i>Audited</i> 11-12	<i>Audited</i> 12-13
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 10,633,098	\$ 9,684,863	\$ 8,859,212
Accounts receivable	245,752	365,742	587,315
Accrued interest receivable	41,236	44,063	36,393
Prepays	-	-	75
Total Current Assets	10,920,086	10,094,668	9,482,995
Infrastructure	39,213,915	38,284,537	38,814,501
Plant and service	262,156	209,725	157,293
Machinery and equipment	124,446	73,307	36,986
Building improvements	-	-	3,308
Construction in progress	3,816,435	4,063,885	2,882,942
Advance to successor agency	419,028	419,028	419,028
Total Assets	\$ 54,756,066	\$ 53,145,150	\$ 51,797,053
LIABILITIES AND NET POSITION			
Liabilities:			
Accounts payable	\$ 29,213	\$ 323,841	\$ 170,314
Accrued liabilities	-	-	275,066
Contract retainage payable	-	30,291	-
Total Liabilities	29,213	354,132	445,380
Net Position:			
Net investment in capital assets	43,416,952	42,631,454	41,895,030
Contributed capital - unrestricted	2,786,254	2,698,479	2,698,479
Retained earnings - unrestricted	8,523,647	7,461,085	6,758,164
Total Net Position	54,726,853	52,791,018	51,351,673
Total Liabilities and Net Position	\$ 54,756,066	\$ 53,145,150	\$ 51,797,053

SEWER ENTERPRISE FUND OPERATIONS

STATEMENT OF REVENUES AND EXPENSES - ACTUALS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> <i>10-11</i>	<i>Audited</i> <i>11-12</i>	<i>Audited</i> <i>12-13</i>
OPERATING REVENUES			
Sewer charges	\$ 1,570,785	\$ 2,874,451	\$ 3,095,095
Sewer revolving fees	7,722	7,544	6,703
Other	2,419	5,721	35,261
Total Operating Revenues	<u>1,580,926</u>	<u>2,887,716</u>	<u>3,137,059</u>
OPERATING EXPENSES			
Salaries and employee benefits	877,364	1,794,002	1,833,676
Services and supplies	52,648	344,823	401,571
Other professional services	112,305	372,143	479,965
Depreciation and amortization	977,870	1,032,949	1,009,186
Insurance and claims	730	5,747	125,967
City charges	221,440	284,357	394,790
Other	122,979	946,718	437,255
Total Operating Expenses	<u>2,365,336</u>	<u>4,780,739</u>	<u>4,682,410</u>
OPERATING LOSS	<u>(784,410)</u>	<u>(1,893,023)</u>	<u>(1,545,351)</u>
NON-OPERATING REVENUES			
Investment earnings	147,305	164,858	108,566
Loss Before Transfers	<u>(637,105)</u>	<u>(1,728,165)</u>	<u>(1,436,785)</u>
Transfers Out	(75,000)	(119,895)	(2,560)
Transfers Due To Reorganization	-	(87,775)	-
CHANGE IN NET POSITION	<u>\$ (712,105)</u>	<u>\$ (1,935,835)</u>	<u>\$ (1,439,345)</u>

SEWER ENTERPRISE FUND OPERATIONS

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 10-11	<i>Audited</i> 11-12	<i>Audited</i> 12-13
Cash flows from operating activities:			
Operating loss	\$ (784,410)	\$ (1,893,023)	\$ (1,545,351)
Adjustments to reconcile operating loss to net cash provided (used) by operating activities:			
Depreciation	977,870	1,032,949	1,009,186
(Increase) decrease in accounts receivable	838	(119,990)	(221,573)
(Increase) decrease in prepaids	-	-	(75)
Increase (decrease) in accounts payable	28,491	(4,969)	108,543
Increase (decrease) in accrued salaries and benefits	-	253,224	18,107
Net cash provided (used) by operating activities	<u>222,789</u>	<u>(731,809)</u>	<u>(631,163)</u>
Cash flows from capital financing activities:			
Payments for capital additions	<u>(448,724)</u>	<u>(170,787)</u>	<u>(308,164)</u>
Net cash used by capital financing activities	<u>(448,724)</u>	<u>(170,787)</u>	<u>(308,164)</u>
Cash flows from noncapital financing activities:			
Cash paid to other funds	(75,000)	(119,895)	(2,560)
Transfer due to reorganization	-	(87,775)	-
Net cash used by noncapital financing activities	<u>(75,000)</u>	<u>(207,670)</u>	<u>(2,560)</u>
Cash flows from investing activities:			
Cash received from interest on investments	<u>198,471</u>	<u>162,031</u>	<u>116,236</u>
Net cash provided by investing activities	<u>198,471</u>	<u>162,031</u>	<u>116,236</u>
Net decrease in cash and cash equivalents	(102,464)	(948,235)	(825,651)
Cash and cash equivalents, July 1	10,735,562	10,633,098	9,684,863
Cash and cash equivalents, June 30	<u>\$ 10,633,098</u>	<u>\$ 9,684,863</u>	<u>\$ 8,859,212</u>

TRANSIT SYSTEM
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 10-11	<i>Audited</i> 11-12	<i>Audited</i> 12-13
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 5,554,550	\$ 8,916,657	\$ 8,663,694
Accounts receivable	77,529	79,627	69,588
Accrued interest receivable	22,227	42,910	31,522
Inventory	1,096,388	1,057,017	1,028,393
Due from other governments	2,349,347	3,181,803	3,278,139
Prepays	-	700	995
Total Current Assets	9,100,041	13,278,714	13,072,331
Capital assets, net	11,964,676	21,030,952	24,714,967
Total Assets	\$ 21,064,717	\$ 34,309,666	\$ 37,787,298
LIABILITIES AND NET POSITION			
Current Liabilities:			
Accounts payable	\$ 459,981	\$ 459,577	\$ 601,872
Accrued liabilities	1,316,842	1,263,228	1,378,871
Unearned revenues	3,108,971	6,784,151	4,491,482
Total Current Liabilities	4,885,794	8,506,956	6,472,225
Total Liabilities	4,885,794	8,506,956	6,472,225
Net Position:			
Net investment in capital assets	11,964,676	21,030,952	24,714,967
Unrestricted	4,214,247	4,771,758	6,600,106
Total Net Position	16,178,923	25,802,710	31,315,073
Total Liabilities and Net Position	\$ 21,064,717	\$ 34,309,666	\$ 37,787,298

TRANSIT SYSTEM

STATEMENT OF REVENUES AND EXPENSES - ACTUALS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 10-11	<i>Audited</i> 11-12	<i>Audited</i> 12-13
OPERATING REVENUES			
Passenger cash fares	\$ 3,245,542	\$ 3,322,321	\$ 3,187,242
Advertising	149,514	159,523	154,081
Miscellaneous	69,379	48,939	197,658
Total operating revenues	3,464,435	3,530,783	3,538,981
NON-OPERATING REVENUES			
Proposition A funds	6,628,661	6,361,895	6,149,225
Proposition C funds	3,703,090	4,197,399	4,653,129
Proposition 1B Bridge	652,520	-	-
Proposition 1B Security	-	165,972	-
Proposition 1B PTMISEA	-	456,993	-
SB-325 allocation	3,761,275	4,751,035	4,932,221
Capital maintenance revenue	2,250,000	2,250,000	2,250,000
Transit STAF	1,009,408	878,547	1,369,313
Capital grants	276,869	10,369,541	6,094,522
Investment earnings	74,052	66,174	37,169
Gain (loss) on sale of capital assets	-	45,250	-
Total non-operating revenues	18,355,875	29,542,806	25,485,579
Total revenues	21,820,310	33,073,589	29,024,560
OPERATING EXPENSES			
Salaries and employee benefits	12,032,672	12,515,632	12,866,932
Services and supplies	2,695,380	3,004,600	2,868,505
Other professional services	1,886,941	1,708,709	1,796,790
Depreciation and amortization	2,358,235	3,178,577	2,592,895
Insurance and Claims	365,241	309,146	1,459,945
City charges	2,505,270	2,637,307	2,958,289
Other	54,846	288,683	124,020
Total operating expenses	21,898,585	23,642,654	24,667,376
Income (Loss) before transfers	(78,275)	9,430,935	4,357,184
TRANSFERS IN	104,000	232,547	1,201,978
TRANSFERS OUT	(42,731)	(39,695)	(46,799)
CHANGE IN NET POSITION	\$ (17,006)	\$ 9,623,787	\$ 5,512,363

TRANSIT SYSTEM

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	Audited 10-11	Audited 11-12	Audited 12-13
Cash flows from operating activities:			
Operating loss	\$ (18,434,150)	\$ (20,111,871)	\$ (21,128,395)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation and amortization	2,358,235	3,178,577	2,592,895
(Increase) Decrease in inventory	(114,111)	39,371	28,624
(Increase) Decrease in accounts receivable	(77,314)	(2,098)	10,039
(Increase) Decrease in prepaids	11,300	(700)	(295)
Increase (Decrease) in contract retainage payable	-	1,401	(1,401)
Increase (Decrease) in accounts payable	(651,179)	(1,805)	143,696
Increase (Decrease) in accrued salaries and benefits	(12,457)	29,187	257,543
Increase (Decrease) in other accrued liabilities	193,122	(82,801)	(141,900)
Net cash used by operating activities	(16,726,554)	(16,950,739)	(18,239,194)
Cash flows from capital financing activities:			
Payments for capital additions	(334,531)	(12,244,853)	(6,276,910)
Cash received from grants and subsidies	276,869	10,275,943	5,651,079
Proceeds from the sale of capital assets	-	45,250	-
Net cash used by capital financing activities	(57,662)	(1,923,660)	(625,831)
Cash flows from noncapital financing activities:			
Cash received from grants and subsidies	21,152,113	22,230,710	17,408,326
Cash transfers received from other funds	-	-	1,201,978
Cash transfers paid to other funds	(42,731)	(39,695)	(46,799)
Net cash provided by noncapital financing activities	21,109,382	22,191,015	18,563,505
Cash flows from investing activities:			
Cash received from interest on investments	63,376	45,491	48,557
Net cash provided by investing activities	63,376	45,491	48,557
 Increase (decrease) in cash and cash equivalents	 4,388,542	 3,362,107	 (252,963)
Cash and cash equivalents, July 1	1,166,008	5,554,550	8,916,657
Cash and cash equivalents, June 30	\$ 5,554,550	\$ 8,916,657	\$ 8,663,694

WATER FUND
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	Audited 10-11	Audited 11-12	Audited 12-13
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 4,626,179	\$ 7,182,600	\$ 8,030,281
Cash and cash equivalents with fiscal agent	554,333	527,100	548,956
Accounts receivable	5,603,933	6,486,311	6,816,800
Accrued interest receivable	16,797	33,521	33,671
Inventory	475,725	484,885	487,182
Prepays	95	-	33,178
Total Current Assets	11,277,062	14,714,417	15,950,068
Capital assets, net	66,736,447	67,003,136	69,249,762
Advance to successor agency	1,154,432	1,154,432	1,154,432
Total Assets	\$ 79,167,941	\$ 82,871,985	\$ 86,354,262
LIABILITIES AND NET POSITION			
Liabilities:			
Current Liabilities:			
Accounts payable	\$ 3,916,684	\$ 4,642,025	\$ 4,327,098
Contract retainage payable	52,483	106,885	52,483
Deposits payable	-	-	31,570
Accrued liabilities	347,455	1,007,637	595,193
Revenue bonds payable, current	566,766	587,767	628,267
Construction advances	14,570	26,570	-
Total Current Liabilities	4,897,958	6,370,884	5,634,611
Revenue bonds payable, long-term	1,190,000	620,000	-
Easement payable	-	-	1,452,900
Total Liabilities	6,087,958	6,990,884	7,087,511
Net Position:			
Net investment in capital assets	65,560,780	66,340,236	67,725,818
Unrestricted	7,519,203	9,540,865	11,540,933
Total Net Position	73,079,983	75,881,101	79,266,751
Total Liabilities and Net Position	\$ 79,167,941	\$ 82,871,985	\$ 86,354,262

WATER FUND OPERATIONS

STATEMENT OF REVENUES AND EXPENSES - ACTUALS FISCAL YEARS ENDED JUNE 30

	Audited 10-11	Audited 11-12	Audited 12-13
OPERATING REVENUES			
Charges for services	\$ 29,037,031	\$ 32,538,639	\$ 34,779,317
Other	1,122,133	1,472,196	1,376,392
Total Operating Revenues	30,159,164	34,010,835	36,155,709
OPERATING EXPENSES			
Salaries and employee benefits	4,551,033	4,770,869	4,599,769
Services and supplies	1,512,186	1,440,966	1,469,540
Other professional services	718,648	855,324	790,300
Depreciation and amortization	1,355,003	1,311,086	1,456,904
Insurance and claims	78,735	127,970	146,199
City charges	1,904,272	1,722,776	1,772,358
Cost of water	18,671,109	20,591,517	22,565,668
Other	442,353	460,844	67,548
Total Operating Expenses	29,233,339	31,281,352	32,868,286
OPERATING INCOME	925,825	2,729,483	3,287,423
NON-OPERATING REVENUES (EXPENSES)			
Investment earnings	100,880	146,001	123,403
Interest expense	(100,244)	(74,003)	(46,503)
Total Non-Operating Revenues, Net	636	71,998	76,900
Income Before Contributions and Transfers	926,461	2,801,481	3,364,323
Capital Grants	35,227	21,679	37,423
Transfers Out	(30,398)	(22,042)	(16,096)
CHANGE IN NET POSITION	\$ 931,290	\$ 2,801,118	\$ 3,385,650

WATER FUND
STATEMENT OF CASH FLOWS
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 10-11	<i>Audited</i> 11-12	<i>Audited</i> 12-13
Cash flows from operating activities:			
Operating income	\$ 925,825	\$ 2,729,483	\$ 3,287,423
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation and amortization	1,355,003	1,311,086	1,456,904
(Increase) decrease in inventories	(58,196)	(9,160)	(2,297)
(Increase) decrease in accounts receivable	(1,269,886)	(882,378)	(290,489)
(Increase) decrease in prepaids	1,457	95	(33,178)
Increase (decrease) in accounts payable	151,583	201,997	375,556
Increase (decrease) in other accrued liabilities	-	-	31,660
Increase (decrease) in accrued salaries and benefits	59,879	31,583	7,480
Increase (decrease) in deposits and guarantees	(2,940)	12,000	5,000
Net cash provided by operating activities	1,162,725	3,394,706	4,838,059
Cash flows from capital financing activities:			
Payments for capital additions	(654,698)	(371,430)	(3,487,099)
Payments for revenue bonds principal	(515,000)	(540,000)	(570,000)
Payments for revenue bonds interest	(108,828)	(83,002)	(56,003)
Cash received from capital subsidy	35,227	21,679	37,423
Net cash used by capital financing activities	(1,243,299)	(972,753)	(4,075,679)
Cash flows from noncapital financing activities:			
Cash paid to other funds	(30,398)	(22,042)	(16,096)
Net cash used by noncapital financing activities	(30,398)	(22,042)	(16,096)
Cash flows from investing activities:			
Cash received from interest on investments	127,077	129,277	123,253
Net cash provided by investing activities	127,077	129,277	123,253
Net increase in cash and cash equivalents	16,105	2,529,188	869,537
Cash and cash equivalents, July 1	5,164,407	5,180,512	7,709,700
Cash and cash equivalents, June 30	\$ 5,180,512	\$ 7,709,700	\$ 8,579,237

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RatingsDirect®

Summary:

Torrance, California; Appropriations

Primary Credit Analyst:

Lisa R Schroeer, Charlottesville (1) 434-220-0892; lisa.schroeer@standardandpoors.com

Secondary Contact:

Chris Morgan, San Francisco (1) 415-371-5032; chris.morgan@standardandpoors.com

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Rationale

Outlook

Related Criteria And Research

Summary:

Torrance, California; Appropriations

Credit Profile

US\$39.465 mil certs of part (Refunding And Capital Projs) ser 2014A due 06/30/2044

Long Term Rating

AA/Stable

New

Torrance certs of part ser A&B

Unenhanced Rating

AA(SPUR)/Stable

Affirmed

Rationale

Standard & Poor's Ratings Services assigned its 'AA' rating and stable outlook to Torrance, Calif.'s series 2014A capital projects and refunding certificates of participation (COPs).

The city's general creditworthiness is based on Standard & Poor's local GO criteria, published Sept. 12, 2013, on RatingsDirect.

At the same time, Standard & Poor's affirmed its 'AA' rating, with a stable outlook, on Torrance's existing COPs.

The rating reflects our opinion of Torrance's:

- General creditworthiness, and
- Covenant to budget and appropriate lease payments.

COPs represent an interest in the city's lease payments. Through its lease agreement, Torrance has agreed to budget and appropriate annual lease payments. A debt service reserve and business interruption insurance provide additional security to the COPs.

The rating also reflects our opinion of the city's general creditworthiness, including its:

- Strong economy with strong projected per capita effective buying income and market value per capita;
- Strong and very strong financial metrics, including very strong budgetary flexibility and liquidity; and
- Strong financial management conditions.

We believe what we consider the city's high annual pension contributions somewhat offset these strengths.

Strong economy

We view Torrance's economy as strong with projected per capita effective buying income at 131% of the national level. Market value is \$164,000 per capita. The city is in Los Angeles County; 2012 county unemployment was more than 10%. We, however, view the area economy as broad and diverse, offsetting the county's high unemployment rate. The 21-square-mile Torrance is in western Los Angeles County, where it provides a range of services, including police and fire protection, library, sanitation and water, airport and bus transit, street and infrastructure construction and maintenance, and recreational activities and cultural events. The population has increased steadily over the past few

years to approximately 147,000.

Assessed value (AV) has grown by a modest average over the past several fiscal years. Unlike many California cities, Torrance experienced a mild AV decrease in fiscal 2011. AV is \$24 billion in fiscal 2014.

Very strong budgetary flexibility

Torrance has consistently maintained, what we consider, very strong budgetary flexibility. Audited fiscal 2013 indicates a \$35.663 million available reserve, or about 22% of expenditures and, what we consider, recurrent transfers out. The fiscal 2014 budget is currently balanced; based on previous years of performance and management expectations, we do not expect a major draw on reserves such that they would decrease below 15%. Torrance has some receivables based on a loan with the former redevelopment agency; we, however, understand those receivables are offset in the nonspendable portion of general fund reserves. Therefore, we do not view available reserves as having any remaining questionable receivables.

Strong budgetary performance

We view budgetary performance as strong with relatively balanced general fund and total governmental funds operations in fiscal 2013. We expect similar performance in the medium term. General fund revenue is split relatively evenly between three major revenue sources: sales, property, and utility users taxes.

Strong management conditions

We consider Torrance's management conditions strong with "good" financial management practices under its Financial Management Assessment methodology, indicating financial practices exist in most areas but that governance officials might not formalize or regularly monitor all of them. Highlights include management's comprehensive revenue and expenditure assumptions that feed into five-year financial projections and capital-outlay planning. Torrance lacks a formal debt management policy.

Very strong liquidity

Torrance has, what we consider, a very strong liquidity position with total government cash of more than 90% of total governmental funds expenditures and well in excess of 120% of total governmental funds debt service. We also view Torrance as having strong access to the external market due to its history of issuing COPs, tax and revenue anticipation notes, and tax allocation debt over the past years.

Strong debt and contingent liability position

In our opinion, Torrance's debt and contingent liability position is strong with low debt service carrying charges of less than 8% and net direct debt of about 46% of total governmental funds revenue. Torrance benefits from having, what we consider, low overall market value net debt that is below 3%. We, however, view the city's annual pension contributions a large 18.3%. Torrance has built expected increased pension contributions into its budget for its forecast years.

Torrance participates in the California Public Employees' Retirement System; it has consistently made 100% of the annual required contribution. Torrance also has an other postemployment benefits (OPEB) health plan. Pay-as-you-go OPEB costs are, what we view as, a modest 1.2% of governmental fund expenditures. We understand that Torrance has not established a separate OPEB trust but that it has set aside \$3 million to support these costs.

Strong Infrastructure Framework

We consider the Institutional Framework score for California cities required to submit a federal single audit strong.

Outlook

The stable outlook reflects Standard & Poor's view that the strength of Torrance's built-out and established property tax base provides a relatively stable core of tax revenue. We believe management's close monitoring of revenue trends and use of multiyear forecasting position Torrance to respond to revenue changes so that it will likely maintain, what we consider, its structurally balanced operations and strong reserves. We do not expect to raise the rating within the two-year outlook period due to high annual pension contributions. We, however, could raise the rating if those costs were to decrease over time.

Related Criteria And Research

Related Criteria

- USPF Criteria: Local Government GO Ratings Methodology And Assumptions, Sept. 12, 2013
- USPF Criteria: Appropriation-Backed Obligations, June 13, 2007

Related Research

- S&P Public Finance Local GO Criteria: How We Adjust Data For Analytic Consistency, Sept. 12, 2013
- Institutional Framework Overview: California Local Governments

Ratings Detail (As Of March 20, 2014)

Torrance certs of part (Land Aquisition Project) ser 2009

<i>Long Term Rating</i>	AA/Stable	Affirmed
<i>Unenhanced Rating</i>	NR(SPUR)	Withdrawn

Torrance 1998 rfdg certs of part dtd 12/01/1998 due 12/01/1999-2018 2023 2028

<i>Unenhanced Rating</i>	AA(SPUR)/Stable	Affirmed
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Many issues are enhanced by bond insurance.

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RatingsDirect®

Summary:

Torrance, California; Note

Primary Credit Analyst:

Lisa Schroeer, Charlottesville (1) 434-220-0892; lisa.schroeer@standardandpoors.com

Secondary Contact:

Bryan A Moore, San Francisco (1) 415-371-5077; bryan.moore@standardandpoors.com

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Rationale

Summary:

Torrance, California; Note

Credit Profile

US\$30.0 mil 2013-14 TRAns due 07/02/2014

Short Term Rating

SP-1+

New

Torrance 2013-14 TRAns due 07/02/2014

Short Term Rating

SP-1+

Affirmed

Rationale

Standard & Poor's Ratings Services assigned its 'SP-1+' rating to Torrance, Calif.'s series 2012 tax revenue anticipation notes (TRANs).

The rating reflects our opinion of the city's:

- Strong underlying credit characteristics,
- Good coverage of set-asides and debt service by projected general fund balances, and

Significant alternate liquidity available in the event of a general fund cash deficiency at note maturity.

Unrestricted taxes, income, revenue, cash, and other money received for, or allocable to, the general fund in fiscal 2014 secure the TRANs. We understand Torrance officials intend to use TRAN proceeds to fund seasonal cash flow deficits during the fiscal year. The notes mature on July 2, 2014.

Torrance is projecting net available general fund cash balances to provide, what we consider, a good 1.4x debt service coverage (DSC) of the total repayment amount at the TRANs' maturity when including reserves designated for economic uncertainty. The city notes that it has additional reserve designations including program contingency and special project. These designated reserves are available through a city council vote, and can bring ending coverage up to 2.14x. In addition, city management expects to have access to an estimated \$56-73 million of other borrowable funds, depending on the month, in the event of a cash deficiency in the general fund at the set-aside dates or note maturity.

Alternate liquidity would increase projected DSC at the TRANs' maturity to 4.5x. We understand the resolution requires pledged revenue to be segregated in a separate note repayment account. This is specified in the note as amounts sufficient to pay 50% of note principal in January 2014 and the remaining 50% of principal in May 2014, as well as 100% interest in June 2014. In our view, projected DSC at the set-aside dates is a good 1.8x in January and May 2013. City projections have interest coverage at well in excess of 2x.

The 21-square-mile town of Torrance is in western Los Angeles County, where it provides a range of services, including police and fire protection, library, sanitation and water, airport and bus transit, street and infrastructure construction and maintenance, recreational activities, and cultural events. The population has increased steadily over

the past few years to approximately 145,000. As part of the greater Los Angeles metropolitan statistical area, Torrance benefits from a diverse economy that continues to generate diversified revenue streams. Median household and per capita effective buying incomes are, in our opinion, an above-average 134% and 132%, respectively, of national levels.

Management is projecting an increase in property and sales tax revenues for fiscal 2014. Property and sales tax for 2014 is estimated to grow by 4% and 6% respectively compared with 2013 estimates. Cash flow DSC of 1.4x includes the use of restricted reserves for economic uncertainty, which are held in the general fund. According to management, it would only need the city council's approval to access these funds. Cash flow coverage numbers for 2013 are coming in close to previous projections.

Torrance has consistently maintained, what we consider, strong fund balances. For fiscal 2013, management is projecting to end the year with a slight surplus. Audited fiscal 2012 results show a \$50.5 million ending available general fund balance, or, what we consider, a very strong 35% of expenditures. The city has historically maintained similarly strong finances.

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McGRAW-HILL

US Public Finance Weekly Credit Outlook

MAY 1, 2014

FEATURE ARTICLES

New Jersey's Late-Year Revenue Shortfall Will Be a Hard Fix

The state's revenue shortfall of \$807 million in the last four months of the fiscal year is equivalent to 14.5% of remaining fiscal appropriations.

Michigan, Connecticut School Districts Receive Emergency State Aid

Michigan gave the Pontiac City School District an emergency \$10 million loan to prevent it from likely running out of money by May 1. In Connecticut, the state accelerated \$11 million in aid to New London to help the city fund payroll and other costs at its school district. Inside, see Emergency Loan Sustains Pontiac City School District's Solvency and New London, CT Gets State Advance to Meet Payroll

Iowa's Increase in Education Funding Is Credit Positive; Strings Attached for State Universities

The increase exceeds the rate of inflation and is likely higher than the universities and colleges would have increased tuition.

Federal Approval of New York's Medicaid Waiver Amendment is Credit Positive for Empire State's Not-for-Profit Hospitals

Up to \$8 billion in projected incentive payments funds will provide an additional source of revenue for hospitals at a time when they are facing reduced reimbursement from Medicare and Medicaid.

Loss of Largest Employer a Modest Credit Negative for Torrance, CA

Toyota, which represents 5% of the labor force, is moving its corporate headquarters out of the city. The city's resilient economy, tax base and healthy financial profile should help it manage the job losses.

RESEARCH HIGHLIGHTS

Vast Majority of US Local Government Ratings Are Unchanged Upon Implementation of New GO Methodology

Only a very small share of our ratings will change as a result of our updated US local government general obligation methodology, an analytical framework that reflects the evolution of our approach to evaluating the credit risk of local governments.

US Public Finance Rating Revisions for Q1 2014: Positive Trend of Upgrades Continues

Credit conditions improved in the first quarter of 2014, continuing a trend seen in the second half of 2013. Upgrades nearly doubled to 97, the highest number since 2009.

RATING CHANGE HIGHLIGHTS

Des Moines, IA's GO Debt Downgraded to Aa2 from Aa1; Outlook is Stable

The downgrade, affecting \$437 million, reflects the city's narrow operating reserves, below average income indicators and elevated debt burden.

Detroit Public Schools (MI) Downgraded to B3; Outlook Negative

Affecting \$2 billion, the downgrade to B3 from B2 encompasses continued operational imbalance that challenges the district's ability to address its accumulated general fund deficit.

Cedar Rapids, IA's GO Downgraded to Aa1; Outlook Stable

The downgrade to Aa1 from Aaa, affecting \$341.6 million, factors in above-average debt and pension position and enterprise risk associated with the city-owned hotel and convention center.

Branson, MO Downgraded to Aa3, Lease Revenue Debt Downgraded to A3

The downgrade to Aa3 from Aa2 on the long-term issuer rating and to A3 from A2 on lease revenue debt affects \$110.3 million. The issuer rating change reflects a significantly elevated debt burden.

Mobile, AL's GOLT Placed on Review for Downgrade

We placed on review for downgrade the Aa2 issuer and GOLT ratings, affecting \$266 million, after a rapid deterioration in liquidity.

Livonia Public Schools' (MI) GO Downgraded to A2; Outlook Negative

Affecting \$179.6 million, the downgrade to A2 from A1 incorporates an increasingly narrow general fund position and declining enrollment.

Kansas Downgraded to Aa2; Outlook Stable

The downgrade to Aa2 from Aa1, affecting \$1.23 billion in debt, reflects the state's relatively sluggish recovery compared with its peers and the use of non-recurring measures to balance the budget.

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Christian Ward
Analyst
+1.415.274.1721
christian.ward@moody.com

Loss of Largest Employer a Modest Credit Negative for Torrance, CA

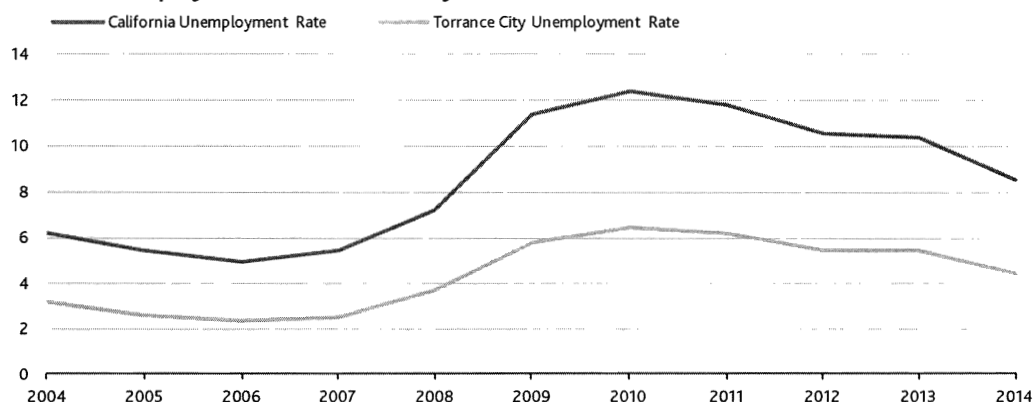
On April 28, Toyota Motor Corp. (Aa3 stable) announced it will move its US corporate headquarters from Torrance, CA (Aa2 stable) to suburban Dallas. Although Toyota is the city's largest employer representing 5% of the labor force, the development is a modest credit negative because of the city's resilient economy, tax base and healthy financial profile.

Even with the likely loss of 4,000 jobs, we expect the city's employment base to remain healthy compared to other cities in California (A1 stable). Not all the Toyota employees actually reside in Torrance and will affect the city's employment base if they become unemployed.

It's not clear how many will move to Texas, but 58% of employees remained in Southern California when Nissan moved its North American headquarters to Tennessee in late 2005. If we assume that 50% of the remaining Toyota workforce are Torrance residents, then an immediate loss of these jobs would increase the city's unemployment rate from 4.4% (January 2014) to 5.8%, compared to the state rate of 8.5% for the same period (see Exhibit 1). With Toyota's departure, the estimated job loss will lower the city's employment base back to levels it experienced in the recent recession, but it would still be relatively modest.

EXHIBIT 1

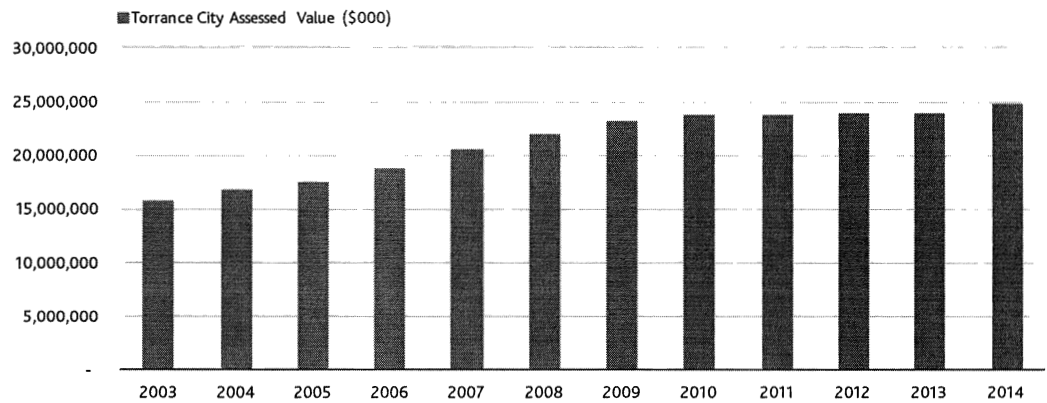
Torrance Unemployment Rate Consistently Below State Rate



Source: Bureau of Labor Statistics

We expect the city's economy to remain healthy because of its location in the Greater Los Angeles area and the presence of other large employers. The city's proximity to the port complexes of Long Beach and Los Angeles, the Los Angeles International Airport, and several major freeways make it an active player in the local economy with attractive infrastructure benefits to companies. Still, the local economy is boosted by the presence of other large employers—including American Honda, Honeywell International (A2 stable), Robinson Helicopter Company, and Exxon Mobil Corp. (Aaa stable).

The city's stable assessed value (AV) should not change significantly with Toyota's departure. The city's assessed valuation is \$24.9 billion for 2014. Its assessed valuations stayed healthy throughout the economic downturn, declining only one year (0.2% in 2011) before resuming modest, but stable, growth (see Exhibit 2). The Toyota complex is valued at \$207.6 million, or 0.8% of the city's total 2014 AV. The value of the property will likely remain largely intact, but the value of the unsecured AV, or moveable capital associated with the employees, could decline somewhat but not enough to materially harm the city's already strong tax base.

EXHIBIT 2**Torrance's AV Remained Stable Throughout Recession**

Source: Moody's Investors Service

Toyota departure from Torrance will have a minor impact on the city's general fund. The city estimates it will lose a combined \$1 million in business license and sales tax revenues, representing only 1% of its overall fiscal 2013 general fund revenues. The city has healthy fund balances that remained stable throughout the recessionary environment. Historically, city management has adjusted expenditures when revenues have diminished and we expect that to continue.

Finally, Toyota will not fully exit the Torrance economy until 2017, allowing the city plenty of time to adjust for any losses in revenue and attract new employers that could offset the hit to the labor force.

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